



# **COMMONWEALTH OF MASSACHUSETTS**

## **AFFIRMATIVE ACTION EQUAL OPPORTUNITY DIVERSITY**

### **ANNUAL REPORT**

**Fiscal Year 2008**  
(July 1, 2007 - June 30, 2008)

Office of Diversity and Equal Opportunity  
Sandra E. Borders, Director

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### **ANNUAL REPORT**

**FISCAL YEAR 2008**

(July 1, 2007 - June 30, 2008)

**GOVERNOR DEVAL L. PATRICK**

**SECRETARY LESLIE A. KIRWAN**

**EXECUTIVE OFFICE FOR ADMINISTRATION AND  
FINANCE**

Prepared by the  
Office of Diversity and Equal Opportunity  
Sandra E. Borders, Director  
One Ashburton Place  
Boston, MA 02108

## **Comments from the Director of the Office of Diversity and Equal Opportunity**

I am pleased to present to you the Office of Diversity and Equal Opportunity's Annual Report on the progress of Affirmative Action, Equal Opportunity and Diversity in the Commonwealth.

The Office of Diversity and Equal Opportunity exist to ensure equal access to employment opportunities for all employees with a special focus on minorities, women, people with disabilities and Vietnam Era Veterans. We seek to identify and remove artificial barriers to advancement and to promote an inclusive work environment that embraces, respects, and values the diversity each employee brings to the Commonwealth.

We believe that this report reflects our accomplishments during fiscal year 2008 and is an example of this our commitment to Affirmative Action, Equal Opportunity and Diversity. With your continued support we will move the Commonwealth closer to achieving its goal of employing a workforce that reflects the diversity of its citizenry, while continuing to make progress to eliminate discrimination and racial intolerance.

Sincerely,

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## PREFACE

The Annual Report for the Office of Diversity and Equal Opportunity is intended to be an informational document summarizing the efforts made to ensure equality in employment opportunities for all; with a special focus on protected class members<sup>1</sup>. Our goal is to increase the diversity of persons employed in the Executive Branch of the Commonwealth of Massachusetts.

This annual report presents data on the employment of these protected groups in order to measure the effects of the Commonwealth's efforts and to isolate areas where improved or enhanced efforts appear to be needed.

The explanatory reports were provided by the respective agencies. References to the number or employee percentages may differ slightly from the information included in the accompanying documents and charts from HR/CMS. The data in this report represents all employees regardless of how many hours per week they work.

The numerical information in this report was obtained from the Human Resources Compensation Management System (HR/CMS) via the EEO-4 data mart and does not include employees of the Legislative or Judicial branches, or the constitutional/ independent offices, such as the Treasurer, Attorney General, or Auditor of the Massachusetts government. Conforming to our policy regarding confidentiality, this report provides limited information regarding persons with disabilities. We are working to enhance our reporting systems so that in

future reports we may provide a more robust depiction of our workforce as it pertains to persons who have self-identified as having a disability, while continuing to maintain confidentiality.

In order to receive Affirmative Action status as either a Person with Disabilities or a Vietnam Era Veteran, an individual must self-identify and complete a self-identification or certification process. Because self-identification is voluntary, employees belonging to these groups, who qualify for Affirmative Action protected status, may decide not to identify themselves and are not counted. The true representation of Persons with Disabilities and Vietnam Era Veterans is likely to be higher than the statistics reported herein.

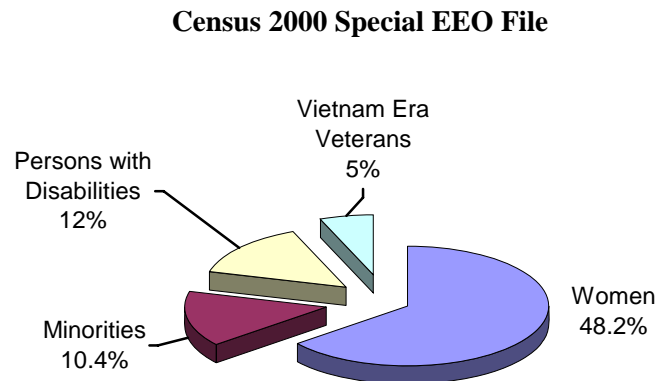
<sup>1</sup> Legally identified groups that are specifically protected by statute against discrimination. Protected class status is automatically conferred upon recognized minority group members, (Blacks, Hispanics, Asians or Pacific Islanders, American Indians or Alaskan Natives), females, individuals with disabilities, Vietnam Era Veterans, by law.

## Executive Summary

The Office of Diversity and Equal Opportunity was created to execute the Governor's vision of Affirmative Action, Equal Opportunity and Diversity; and to implement policies and practices that move the Executive Branch closer to realizing that vision. We ensure a diverse workforce that is representative of its population.

This report to the Governor is intended to provide valuable information about the current composition of the State's workforce and emphasize areas where public access in employment is still needed.

During Fiscal Year 2008 the Commonwealth continued to strive towards reaching employment parity for protected groups. Parity goals for the Commonwealth are based on the Census 2000 Special EEO File that gave us targets of 48.20% Women, 10.40% Minority, 12% Persons with Disabilities, and 5% Vietnam Era Veterans.



This Annual Report examines the Executive Branch progress during the fiscal year ending June 21, 2008, with respect to the number and percentages of protected group members employed.

The table below illustrates the fluctuations that have occurred over the last three years.

The percentage for Women and the percentage for Persons with Disabilities have fluctuated slightly with an over all gain. During this same time frame, modest gains have been made for Minorities while there was an over all loss for the Vietnam Era Veterans.

In 2008 the Executive Branch of the Commonwealth grew from 45,147 to 46,827 (1,680). Detailed charts and graphs for each Secretariat in the Executive Branch are included in subsequent pages of this Report.

### Protected Group Representation by the last three years

Group	June 24, 2006	June 23, 2007	June 21, 2008
Women	52.30%	52.14%	52.30%
Minorities	22.20%	22.31%	22.50%
Vietnam Era Veterans	2.49%	2.29%	2.04%
Persons with Disabilities*	2.16%	1.8%	2.2%

\*These figures represent only those individuals who by statute are self-identified. Many disabled choose not to self-identify and therefore, true numbers are difficult to ascertain.

### **Highlights of Accomplishments:**

On November 8, 2007 the Office of Diversity and Equal Opportunity (ODEO) in collaboration with the Massachusetts Office on Disability (MOD) launched the guidelines for implementing Executive Order 478 on Affirmative Action, Equal Opportunity and Diversity. This launch was particularly special, since it included the unveiling of the first ever Disability Handbook.

During fiscal year 2008 the Office of Diversity and Equal Opportunity continued to do recruitment and outreach through various Diversity Career fairs, and community and professional organizations.

We attended eighteen career fairs, and conducted workshops on “How to Access Jobs in State Government” at several Career One-Stop Centers including three Career Centers for the Hire a Veteran Campaign. We also worked with organizations, like Women for Hire, NAACP, Latino Professional Network, and Boston Universities Careers in Government.

ODEO continued to make referrals disseminating the resumes of individuals we met at career fairs and in community settings to the Diversity Officers and hiring managers for consideration in the hiring process and to increase the diversity of our applicant pools.

We participated at the Massachusetts Jobs First Day annual statewide job fair held at the 32 One-Stop Career Centers sponsored by the Division of Career Services.

ODEO, with the assistance of the Training and Learning Development Group concluded the second of a two series Career Exploration Day with a theme “Work and Learn”. The Career Exploration Day was focused on connecting employees with State Colleges and Universities to explore educational programs and utilize the tuition remission program. Career Exploration Days were held at UMASS, Lowell; Framingham State College; Springfield Technical College; and Roxbury Community College where some 203 participants were pleased with the panel discussion which highlighted job in Health Care, Management, and the Environment.

Finally, the end of fiscal year 2008 marked the halfway point for our Affirmative Action and Diversity Progress Reports. We required each Executive Branch agency to submit a progress report for both of their Affirmative Action and Diversity Plans. The Office of Diversity and Equal Opportunity evaluated the progress reports based on the stated objectives and offered recommendations to the agencies for achieving their stated goals. Our recently revised Quarterly Report format will assist the agencies greatly in gathering and displaying the relevant workforce data that will aid them in knowing if they are attaining their stated goals.

# **The Office of Diversity and Equal Opportunity**

## **Mission, Vision and Values**

**Our Mission:** To deliver customer-focused solutions in attracting, hiring, retaining and promoting a diverse workforce within the Commonwealth of Massachusetts. Utilizing best practices and promoting a pro-active approach to diversity and equal opportunity, we strive to create and foster an environment that affirms and values the diversity of our workforce.

The Office of Diversity and Equal Opportunity exists to ensure that all employees of the Commonwealth have equal access to various employment opportunities, promotions, transfers, and trainings within the Commonwealth. We seek to identify and remove artificial barriers to advancement and to promote the individual and collective success of our employees. To promote an inclusive environment that embraces, respects, and values the diversity each employee brings to the Commonwealth.

The Office of Diversity and Equal Opportunity is responsible for implementing and enforcing the Governor's Executive Order concerning Affirmative Action, Equal Opportunity and Diversity in state government. This executive order, which incorporates the principles of relevant federal and state employment laws, prohibits unlawful discrimination against state employees and applicants for state employment due to race, color, gender (including sexual harassment), sexual orientation, age, national origin, ancestry, veteran status or persons with disabilities. It also precludes retaliatory actions being taken against persons making such allegations.

The Office of Diversity and Equal Opportunity will continue to ensure the compliance of state agencies with all state and federal civil rights laws and regulations as they pertain to employment. We will oversee and monitor Affirmative Action and Diversity Plans and

continue to serve as a vehicle to the resolution process when an employee has exhausted his/ her avenues at the agency and secretariat levels.

Finally, the Office of Diversity and Equal Opportunity is available to provide consultative services to assist agencies in the daily application of civil rights and policies and procedures.

**Diversity Vision:** To create a workforce that reflects the diversity of the Commonwealth and one that embraces, values and respects difference. Our ultimate goal is to weave diversity into the fabric of the Commonwealth so that it becomes embedded in the culture of all we do.

**Value Statement:** The Commonwealth of Massachusetts believes in respect for all individuals. We promote openness to and tolerance of differences in race, ethnicity, religion, gender, culture, sexual orientation, and disability status. We dedicate ourselves to creating a workplace that welcomes, respects and values people of all races, color, age, gender, ethnicity, sexual orientation, religions, creeds, ancestry, national origin, disability and veteran status. We strive to reflect diversity in all government activities, programs and services removing any barriers to accessibility. We further believe that embracing and celebrating our differences enriches the quality of the work experience and enhances our own personal and professional relationships.

**Our Core Values:** Integrity, Respect for People, Open Dialogue, and Accountability.



# **PART I**

## **THE EXECUTIVE BRANCH** **(Charts 2007 vs 2008)**

[Workforce Summary Report](#)  
[New Hires Analysis](#)  
[Terminations Analysis](#)  
[Workforce Analysis – Vietnam Era Veterans](#)

# ODEO - Workforce Summary Report

Report run for Pay Period Ending 6/21/2008

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	3961	2084	52.6	1851	46.7	138	3.5	38	1.	37	0.9	2	0.1	18	0.5	1877	47.4	1575	39.8	199	5.	52	1.3	37	0.9	2	0.1	12	0.3	505	12.7
Professionals	21415	8629	40.3	7167	33.5	693	3.2	316	1.5	395	1.8	11	0.1	47	0.2	12786	59.7	9755	45.6	1530	7.1	849	4.	570	2.7	27	0.1	55	0.3	4391	20.5
Technicians	1933	760	39.3	645	33.4	74	3.8	17	0.9	20	1.	1	0.1	3	0.2	1173	60.7	930	48.1	162	8.4	53	2.7	22	1.1	1	0.1	5	0.3	350	18.1
Protective Service:Sworn	6174	5468	88.6	4840	78.4	354	5.7	185	3.	57	0.9	22	0.4	10	0.2	706	11.4	575	9.3	93	1.5	30	0.5	3	0.	1	0.	4	0.1	745	12.1
Protective Service:Non-Sworn	6550	2566	39.2	1187	18.1	1157	17.7	174	2.7	43	0.7	4	0.1	1	0.	3984	60.8	2208	33.7	1503	22.9	198	3.	68	1.	6	0.1	1	0.	3153	48.1
Office/Clerical	3461	410	11.8	288	8.3	64	1.8	25	0.7	22	0.6	1	0.	10	0.3	3051	88.2	2170	62.7	542	15.7	213	6.2	86	2.5	9	0.3	31	0.9	962	27.8
Skilled Craft	1092	1001	91.7	847	77.6	58	5.3	28	2.6	7	0.6	7	0.6	54	4.9	91	8.3	47	4.3	10	0.9	2	0.2	2	0.2	0	0.	30	2.7	114	10.4
Service Maintenance	2180	1401	64.3	783	35.9	117	5.4	65	3.	17	0.8	5	0.2	414	19.	779	35.7	343	15.7	54	2.5	47	2.2	13	0.6	2	0.1	320	14.7	320	14.7
No EEO-4 Reporting	61	22	36.1	17	27.9	3	4.9	1	1.6	1	1.6	0	0.	0	0.	39	63.9	35	57.4	3	4.9	1	1.6	0	0.	0	0.	0	0.	9	14.8
TOTALS:	46827	22341	47.7	17625	37.6	2658	5.7	849	1.8	599	1.3	53	0.1	557	1.2	24486	52.3	17638	37.7	4096	8.7	1445	3.1	801	1.7	48	0.1	458	1.	10549	22.5

# ODEO - Workforce Summary Report

Report run for Pay Period Ending 6/23/2007

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total			
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%				
Officials and Administrators	3863	2069	53.6	1876	48.6	114	3	34	0.9	30	0.8	2	0.1	13	0.3	1794	46.4	1534	39.7	175	4.5	42	1.1	34	0.9	2	0.1	7	0.2	433	11.2		
Professionals	20938	8455	40.4	7051	33.7	672	3.2	294	1.4	390	1.9	9	0	39	0.2	12483	59.6	9598	45.8	1470	7	803	3.8	542	2.6	27	0.1	43	0.2	4207	20.1		
Technicians	1916	751	39.2	640	33.4	71	3.7	14	0.7	21	1.1	1	0.1	4	0.2	1165	60.8	936	48.9	154	8	47	2.5	25	1.3	1	0.1	2	0.1	334	17.4		
Protective Service:Sworn	6069	5363	88.4	4755	78.3	356	5.9	173	2.9	54	0.9	23	0.4	2	0	706	11.6	582	9.6	92	1.5	28	0.5	3	0	1	0	0	0	730	12		
Protective Service:Non-Sworn	6587	2560	38.9	1225	18.6	1117	17	168	2.6	45	0.7	5	0.1	0	0	4027	61.1	2296	34.9	1474	22.4	189	2.9	59	0.9	7	0.1	2	0	3064	46.5		
Office/Clerical	3397	391	11.5	278	8.2	65	1.9	23	0.7	18	0.5	1	0	6	0.2	3006	88.5	2181	64.2	527	15.5	196	5.8	77	2.3	9	0.3	16	0.5	916	27		
Skilled Craft	945	896	94.8	791	83.7	61	6.5	26	2.8	6	0.6	7	0.7	5	0.5	49	5.2	37	3.9	9	1	2	0.2	1	0.1	0	0	0	0	112	11.9		
Service Maintenance	1353	967	71.5	735	54.3	114	8.4	65	4.8	13	1	5	0.4	35	2.6	386	28.5	270	20	49	3.6	44	3.3	12	0.9	3	0.2	8	0.6	305	22.5		
No EEO-4 Reporting	79	35	44.3	28	35.4	3	3.8	1	1.3	3	3.8	0	0	0	0	44	55.7	36	45.6	3	3.8	3	3.8	2	2.5	0	0	0	0	15	19		
TOTALS:	45147	21487	47.6	17379	38.5	2573	5.7	798	1.8	580	1.3	53	0.1	104	0.2	23660	52.4	17470	38.7	3953	8.8	1354	3	755	1.7	50	0.1	78	0.2	10116	22.4		

# ODEO - New Hires Analysis

Report run for 6/24/2007 - 6/21/2008

		** MALES **														** FEMALES **															
EEO4 Category	Grand Total	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Minority Total	%
Officials and Administrators	357	171	47.9	118	33.1	26	7.3	7	2.	8	2.2	0	0.	12	3.4	186	52.1	136	38.1	27	7.6	13	3.6	3	0.8	0	0.	7	2.	84	23.5
Professionals	1814	705	38.9	523	28.8	74	4.1	38	2.1	35	1.9	3	0.2	32	1.8	1109	61.1	753	41.5	163	9.	99	5.5	62	3.4	1	0.1	31	1.7	475	26.2
Technicians	153	67	43.8	55	35.9	7	4.6	1	0.7	0	0.	0	0.	4	2.6	86	56.2	60	39.2	18	11.8	1	0.7	0	0.	0	0.	7	4.6	27	17.6
Protective Service: Sworn	536	476	88.8	402	75.	29	5.4	30	5.6	6	1.1	1	0.2	8	1.5	60	11.2	42	7.8	9	1.7	4	0.7	1	0.2	0	0.	4	0.7	80	14.9
Protective Service: Non-Sworn	961	398	41.4	166	17.3	190	19.8	32	3.3	7	0.7	0	0.	3	0.3	563	58.6	264	27.5	227	23.6	54	5.6	15	1.6	0	0.	3	0.3	525	54.6
Office/Clerical	372	63	16.9	37	9.9	12	3.2	2	0.5	6	1.6	0	0.	6	1.6	309	83.1	180	48.4	58	15.6	33	8.9	9	2.4	0	0.	29	7.8	120	32.3
Skilled Craft	222	152	68.5	42	18.9	3	1.4	1	0.5	1	0.5	0	0.	105	47.3	70	31.5	9	4.1	0	0.	0	0.	1	0.5	0	0.	60	27.	6	2.7
Service Maintenance	1137	649	57.1	142	12.5	21	1.8	8	0.7	5	0.4	0	0.	473	41.6	488	42.9	93	8.2	12	1.1	5	0.4	0	0.	0	0.	378	33.2	51	4.5
No EEO-4 Reporting	21	4	19.	3	14.3	1	4.8	0	0.	0	0.	0	0.	0	0.	17	81.	17	81.	0	0.	0	0.	0	0.	0	0.	0	0.	1	4.8
TOTALS:	5573	2685	48.2	1488	26.7	363	6.5	119	2.1	68	1.2	4	0.1	643	11.5	2888	51.8	1554	27.9	514	9.2	209	3.8	91	1.6	1	0.	519	9.3	1369	24.6

# ODEO - New Hires Analysis

Report run for 7/1/2006 - 6/30/2007

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	310	151	48.7	128	41.3	6	1.9	4	1.3	1	0.3	0	0.	12	3.9	159	51.3	120	38.7	20	6.5	5	1.6	4	1.3	0	0.	10	3.2	40	12.9
Professionals	1640	616	37.6	453	27.6	65	4.	29	1.8	22	1.3	3	0.2	44	2.7	1024	62.4	668	40.7	152	9.3	86	5.2	50	3.	4	0.2	64	3.9	411	25.1
Technicians	156	52	33.3	34	21.8	14	9.	1	0.6	0	0.	0	0.	3	1.9	104	66.7	68	43.6	22	14.1	2	1.3	1	0.6	0	0.	11	7.1	40	25.6
Protective Service: Sworn	323	275	85.1	239	74.	15	4.6	14	4.3	3	0.9	0	0.	4	1.2	48	14.9	37	11.5	6	1.9	4	1.2	0	0.	0	0.	1	0.3	42	13.
Protective Service: Non-Sworn	878	362	41.2	158	18.	165	18.8	25	2.8	8	0.9	1	0.1	5	0.6	516	58.8	278	31.7	179	20.4	33	3.8	5	0.6	2	0.2	19	2.2	418	47.6
Office/Clerical	193	32	16.6	14	7.3	3	1.6	5	2.6	1	0.5	1	0.5	8	4.1	161	83.4	95	49.2	22	11.4	21	10.9	8	4.1	1	0.5	14	7.3	62	32.1
Skilled Craft	94	87	92.6	73	77.7	3	3.2	2	2.1	2	2.1	0	0.	7	7.4	7	7.4	6	6.4	1	1.1	0	0.	0	0.	0	0.	0	0.	8	8.5
Service Maintenance	167	108	64.7	68	40.7	14	8.4	5	3.	2	1.2	0	0.	19	11.4	59	35.3	33	19.8	10	6.	7	4.2	1	0.6	0	0.	8	4.8	39	23.4
No EEO-4 Reporting	7	1	14.3	1	14.3	0	0.	0	0.	0	0.	0	0.	0	0.	6	85.7	4	57.1	0	0.	1	14.3	0	0.	1	14.3	0	0.	2	28.6
TOTALS:	3768	1684	44.7	1170	31.	285	7.6	85	2.3	39	1.	5	0.1	102	2.7	2084	55.3	1310	34.7	412	10.9	159	4.2	69	1.8	8	0.2	127	3.4	1062	28.2

# ODEO - Terminations Analysis

Report run for 6/24/2007 - 6/21/2008

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		

## Voluntary Terminations

Officials and Administrators	292	172	58.9	158	54.1	5	1.7	4	1.4	1	0.3	0	0.	4	1.4	120	41.1	101	34.6	11	3.8	4	1.4	1	0.3	0	0.	2	0.7	27	9.2
Professionals	1145	462	40.3	358	31.3	42	3.7	15	1.3	29	2.5	2	0.2	16	1.4	683	59.7	520	45.4	83	7.2	43	3.8	28	2.4	0	0.	9	0.8	242	21.1
Technicians	122	40	32.8	33	27.	6	4.9	0	0.	0	0.	0	0.	1	0.8	82	67.2	65	53.3	12	9.8	3	2.5	1	0.8	0	0.	1	0.8	22	18.
Protective Service:Sworn	292	251	86.	214	73.3	20	6.8	12	4.1	3	1.	2	0.7	0	0.	41	14.	33	11.3	6	2.1	1	0.3	1	0.3	0	0.	0	0.	45	15.4
Protective Service:Non-Sworn	702	265	37.7	140	19.9	99	14.1	17	2.4	7	1.	1	0.1	1	0.1	437	62.3	264	37.6	128	18.2	37	5.3	4	0.6	1	0.1	3	0.4	294	41.9
Office/Clerical	182	22	12.1	12	6.6	6	3.3	0	0.	1	0.5	0	0.	3	1.6	160	87.9	112	61.5	21	11.5	10	5.5	1	0.5	0	0.	16	8.8	39	21.4
Skilled Craft	239	162	67.8	57	23.8	2	0.8	0	0.	0	0.	0	0.	103	43.1	77	32.2	14	5.9	1	0.4	1	0.4	0	0.	0	0.	61	25.5	4	1.7
Service Maintenance	1083	616	56.9	159	14.7	15	1.4	10	0.9	2	0.2	0	0.	430	39.7	467	43.1	84	7.8	9	0.8	6	0.6	0	0.	0	0.	368	34.	42	3.9
No EEO-4 Reporting	11	4	36.4	3	27.3	1	9.1	0	0.	0	0.	0	0.	0	0.	7	63.6	5	45.5	1	9.1	1	9.1	0	0.	0	0.	0	0.	3	27.3
<b>TOTALS:</b>	<b>4068</b>	<b>1994</b>	<b>49.</b>	<b>1134</b>	<b>27.9</b>	<b>196</b>	<b>27.9</b>	<b>58</b>	<b>1.4</b>	<b>43</b>	<b>1.1</b>	<b>5</b>	<b>0.1</b>	<b>558</b>	<b>13.7</b>	<b>2074</b>	<b>51.</b>	<b>1198</b>	<b>29.4</b>	<b>272</b>	<b>6.7</b>	<b>106</b>	<b>2.6</b>	<b>36</b>	<b>0.9</b>	<b>1</b>	<b>0.</b>	<b>460</b>	<b>11.3</b>	<b>718</b>	<b>17.6</b>

## Involuntary Terminations

Officials and Administrators	43	25	58.1	21	48.8	3	7.	1	2.3	0	0.	0	0.	0	0.	18	41.9	15	34.9	3	7.	0	0.	0	0.	0	0.	0	0.	7	16.3
Professionals	121	54	44.6	37	30.6	12	9.9	2	1.7	0	0.	1	0.8	2	1.7	67	55.4	44	36.4	17	14.	5	4.1	1	0.8	0	0.	0	0.	38	31.4
Technicians	11	5	45.5	5	45.5	0	0.	0	0.	0	0.	0	0.	0	0.	6	54.5	3	27.3	2	18.2	0	0.	0	0.	0	0.	1	9.1	2	18.2
Protective Service:Sworn	43	35	81.4	29	67.4	4	9.3	2	4.7	0	0.	0	0.	0	0.	8	18.6	6	14.	1	2.3	1	2.3	0	0.	0	0.	0	0.	8	18.6
Protective Service:Non-Sworn	179	74	41.3	29	16.2	40	22.3	3	1.7	2	1.1	0	0.	0	0.	105	58.7	49	27.4	48	26.8	5	2.8	2	1.1	0	0.	1	0.6	100	55.9
Office/Clerical	27	9	33.3	6	22.2	3	11.1	0	0.	0	0.	0	0.	0	0.	18	66.7	10	37.	6	22.2	2	7.4	0	0.	0	0.	0	0.	11	40.7
Skilled Craft	9	8	88.9	5	55.6	1	11.1	0	0.	0	0.	0	0.	2	22.2	1	11.1	0	0.	0	0.	3	33.3	0	0.	0	0.	1	11.1	1	11.1
Service Maintenance	36	22	61.1	5	13.9	8	22.2	3	8.3	0	0.	0	0.	6	16.7	14	38.9	4	11.1	2	5.6	0	0.	0	0.	0	0.	5	13.9	16	44.4
No EEO-4 Reporting	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
<b>TOTALS:</b>	<b>470</b>	<b>232</b>	<b>49.4</b>	<b>137</b>	<b>29.1</b>	<b>71</b>	<b>29.1</b>	<b>11</b>	<b>2.3</b>	<b>2</b>	<b>0.4</b>	<b>1</b>	<b>0.2</b>	<b>10</b>	<b>2.1</b>	<b>238</b>	<b>50.6</b>	<b>132</b>	<b>28.1</b>	<b>79</b>	<b>16.8</b>	<b>16</b>	<b>3.4</b>	<b>3</b>	<b>0.6</b>	<b>0</b>	<b>0.</b>	<b>8</b>	<b>1.7</b>	<b>183</b>	<b>38.9</b>

# ODEO - Terminations Analysis

Report run for 7/1/2006 - 6/23/2007

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Voluntary Terminations																															
Officials and Administrators	317	196	61.8	180	56.8	6	1.9	3	0.9	1	0.3	0	0.	6	1.9	121	38.2	103	32.5	11	3.5	2	0.6	1	0.3	1	0.3	3	0.9	25	7.9
Professionals	1253	494	39.4	380	30.3	46	3.7	17	1.4	23	1.8	3	0.2	25	2.	759	60.6	571	45.6	88	7.	45	3.6	25	2.	1	0.1	29	2.3	248	19.8
Technicians	140	54	38.6	45	32.1	8	5.7	1	0.7	0	0.	0	0.	0	0.	86	61.4	74	52.9	6	4.3	0	0.	3	2.1	0	0.	3	2.1	18	12.9
Protective Service:Sworn	390	326	83.6	290	74.4	21	5.4	12	3.1	3	0.8	0	0.	0	0.	64	16.4	56	14.4	6	1.5	1	0.3	0	0.	0	0.	1	0.3	43	11.
Protective Service:Non-Sworn	818	301	36.8	147	18.	129	15.8	15	1.8	9	1.1	1	0.1	0	0.	517	63.2	306	37.4	174	21.3	31	3.8	3	0.4	2	0.2	1	0.1	364	44.5
Office/Clerical	193	25	13.	16	8.3	7	3.6	2	1.	0	0.	0	0.	0	0.	168	87.	117	60.6	31	16.1	11	5.7	8	4.1	0	0.	1	0.5	59	30.6
Skilled Craft	46	42	91.3	34	73.9	4	8.7	3	6.5	0	0.	0	0.	1	2.2	4	8.7	4	8.7	0	0.	0	0.	0	0.	0	0.	0	0.	7	15.2
Service Maintenance	153	98	64.1	73	47.7	12	7.8	9	5.9	1	0.7	0	0.	3	2.	55	35.9	35	22.9	12	7.8	5	3.3	0	0.	0	0.	3	2.	39	25.5
No EEO-4 Reporting	4	1	25.	1	25.	0	0.	0	0.	0	0.	0	0.	0	0.	3	75.	1	25.	1	25.	0	0.	0	0.	1	25.	0	0.	2	50.
TOTALS:	3314	1540	46.4	1170	35.2	233	35.2	62	1.9	37	1.1	4	0.1	35	1.1	1780	53.6	1270	38.2	329	9.9	95	2.9	40	1.2	5	0.2	41	1.2	805	24.3
Involuntary Terminations																															
Officials and Administrators	29	20	69.	17	58.6	2	6.9	0	0.	1	3.4	0	0.	0	0.	9	31.	8	27.6	1	3.4	0	0.	0	0.	0	0.	0	0.	4	13.8
Professionals	93	43	46.2	25	26.9	11	11.8	2	2.2	3	3.2	0	0.	2	2.2	50	53.8	34	36.6	10	10.8	3	3.2	2	2.2	0	0.	1	1.1	31	33.3
Technicians	23	10	43.5	10	43.5	0	0.	0	0.	0	0.	0	0.	0	0.	13	56.5	10	43.5	3	13.	0	0.	0	0.	0	0.	0	0.	3	13.
Protective Service:Sworn	34	29	85.3	25	73.5	3	8.8	0	0.	1	2.9	0	0.	0	0.	5	14.7	3	8.8	0	0.	2	5.9	0	0.	0	0.	0	0.	6	17.6
Protective Service:Non-Sworn	221	86	38.9	46	20.8	32	14.5	6	2.7	1	0.5	1	0.5	0	0.	135	61.1	66	29.9	55	24.9	10	4.5	1	0.5	0	0.	3	1.4	106	48.
Office/Clerical	30	8	26.7	5	16.7	1	3.3	2	6.7	0	0.	0	0.	0	0.	22	73.3	13	43.3	3	10.	5	16.7	1	3.3	0	0.	0	0.	12	40.
Skilled Craft	3	3	100.	2	66.7	0	0.	1	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	33.3
Service Maintenance	31	18	58.1	8	25.8	4	12.9	3	9.7	3	9.7	0	0.	0	0.	13	41.9	10	32.3	0	0.	3	9.7	0	0.	0	0.	0	0.	13	41.9
TOTALS:	464	217	46.8	138	29.7	53	29.7	14	3.	9	1.9	1	0.2	2	0.4	247	53.2	144	31.	72	15.5	23	5.	4	0.9	0	0.	4	0.9	176	37.9

# ODEO WORKFORCE ANALYSIS - Vietnam Era Veterans

Report run for Pay Period Ending

6/21/2008

EEO4 Category	Grand Total	** MALES **														** FEMALES **														VEV Totals	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	3961	121	3.055	114	2.878	5	0.126	2	0.050	0	0	0	0	0	0	2	0.050	2	0.050	0	0	0	0	0	0	0	0	0	0	123	3.105
Professionals	21415	474	2.213	442	2.064	22	0.103	6	0.028	4	0.019	0	0	0	0	19	0.089	17	0.079	2	0.009	0	0	0	0	0	0	0	0	493	2.302
Technicians	1933	64	3.311	61	3.156	3	0.155	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	64	3.311	
Protective Service:Sworn	6174	108	1.749	93	1.506	11	0.178	3	0.049	0	0	1	0.016	0	0	1	0.016	1	0.016	0	0	0	0	0	0	0	0	0	109	1.765	
Protective Service:Non-Sworn	6550	28	0.427	26	0.397	1	0.015	1	0.015	0	0	0	0	0	0	4	0.061	3	0.046	1	0.015	0	0	0	0	0	0	0	32	0.489	
Office/Clerical	3461	18	0.520	15	0.433	3	0.087	0	0	0	0	0	0	0	0	2	0.058	2	0.058	0	0	0	0	0	0	0	0	0	20	0.578	
Skilled Craft	1092	66	6.044	63	5.769	1	0.092	1	0.092	0	0	1	0.092	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	66	6.044	
Service Maintenance	2180	49	2.248	45	2.064	2	0.092	0	0	0	0	2	0.092	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	49	2.248	
No EEO-4 Reporting	61	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTALS:	46827	928	1.982	859	1.834	48	0.103	13	0.028	4	0.009	4	0.009	0	0	28	0.060	25	0.053	3	0.006	0	0	0	0	0	0	0	956	2.042	

# ODEO WORKFORCE ANALYSIS - Vietnam Era Veterans

Report run for Pay Period Ending

6/23/2007

EEO4 Category	Grand Total	** MALES **														** FEMALES **														VEV Totals	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	3863	137	3.546	130	3.365	5	0.129	2	0.052	0	0	0	0	0	0	2	0.052	2	0.052	0	0	0	0	0	0	0	0	0	0	139	3.598
Professionals	20938	496	2.369	462	2.207	24	0.115	6	0.029	4	0.019	0	0	0	0	18	0.086	15	0.072	3	0.014	0	0	0	0	0	0	0	0	514	2.455
Technicians	1916	69	3.601	66	3.445	3	0.157	0	0	0	0	0	0	0	0	1	0.052	1	0.052	0	0	0	0	0	0	0	0	0	0	70	3.653
Protective Service:Sworn	6069	128	2.109	112	1.845	12	0.198	3	0.049	0	0	1	0.016	0	0	1	0.016	1	0.016	0	0	0	0	0	0	0	0	0	0	129	2.126
Protective Service:Non-Sworn	6587	37	0.562	35	0.531	1	0.015	1	0.015	0	0	0	0	0	0	4	0.061	3	0.046	1	0.015	0	0	0	0	0	0	0	0	41	0.622
Office/Clerical	3397	17	0.500	14	0.412	3	0.088	0	0	0	0	0	0	0	0	2	0.059	2	0.059	0	0	0	0	0	0	0	0	0	0	19	0.559
Skilled Craft	945	71	7.513	68	7.196	1	0.106	1	0.106	0	0	1	0.106	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	71	7.513	
Service Maintenance	1353	49	3.622	45	3.326	2	0.148	0	0	0	0	2	0.148	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	49	3.622	
No EEO-4 Reporting	79	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTALS:	45147	1004	2.224	932	2.064	51	0.113	13	0.029	4	0.009	4	0.009	0	0	28	0.062	24	0.053	4	0.009	0	0	0	0	0	0	0	0	1032	2.286

## **PART II**

# **THE SECRETARIATS**

[Workforce Summary by Secretariat \(2007 vs 2008\)](#)

[Executive Office for Administration and Finance](#)

[Executive Office of Energy and Environmental Affairs](#)

[Executive Office of Health and Human Services](#)

[Executive Office of Housing and Economic Development](#)

[Executive Office of Labor and Workforce Development](#)

[Executive Office of Public Safety and Security](#)

[Executive Office of Transportation and Public Works](#)

[Executive Office of Education](#)

WORKFORCE SUMMARY  
BY  
SECRETARIAT  
(Charts 2007 vs 2008)



# ODEO - Workforce Summary By Secretariat

Report run for Pay Period Ending 6/21/2008

Report Generated 11/26/2008 3:35:12 PM

Secretariat	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
BOARD OF LIBRARY COMMISSIONERS	26	6	23.1	5	19.2	0	0.	0	0.	0	0.	0	0.	1	3.8	20	76.9	16	61.5	1	3.8	0	0.	3	11.5	0	0.	0	0.	4	15.4
COMMISSION AGAINST DISCRIMINAT	63	16	25.4	5	7.9	5	7.9	3	4.8	1	1.6	0	0.	2	3.2	47	74.6	21	33.3	11	17.5	8	12.7	5	7.9	0	0.	2	3.2	33	52.4
COMMISSION ON STATUS OF WOMEN	4	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	4	100.	4	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
DIABLED PERSONS PROTECTION COMMISSION	29	9	31.	8	27.6	1	3.4	0	0.	0	0.	0	0.	0	0.	20	69.	17	58.6	0	0.	3	10.3	0	0.	0	0.	0	0.	4	13.8
ENVIRONMENTAL AFFAIRS	3940	2494	63.3	1822	46.2	95	2.4	21	0.5	42	1.1	7	0.2	507	12.9	1446	36.7	893	22.7	85	2.2	26	0.7	34	0.9	3	0.1	405	10.3	313	7.9
EXEC OFFICE OF EDUCATON	733	176	24.	147	20.1	17	2.3	5	0.7	7	1.	0	0.	0	0.	557	76.	435	59.3	67	9.1	29	4.	25	3.4	1	0.1	0	0.	151	20.6
EXECUTIVE OFFICE FOR ADMINSTRATION & FINANCE	3238	1626	50.2	1384	42.7	105	3.2	37	1.1	97	3.	1	0.	2	0.1	1612	49.8	1219	37.6	208	6.4	79	2.4	105	3.2	1	0.	0	0.	633	19.5
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	818	407	49.8	335	41.	39	4.8	8	1.	17	2.1	3	0.4	5	0.6	411	50.2	290	35.5	66	8.1	21	2.6	29	3.5	2	0.2	3	0.4	185	22.6
EXECUTIVE OFFICE OF HEALTH & HUMAN SERVICES	24409	8119	33.3	5576	22.8	1802	7.4	488	2.	237	1.	16	0.1	0	0.	16290	66.7	11612	47.6	3135	12.8	1051	4.3	459	1.9	33	0.1	0	0.	7221	29.6
EXECUTIVE OFFICE of LABOR and WORKFORCE DEVELOPMENT	1550	618	39.9	491	31.7	74	4.8	24	1.5	28	1.8	1	0.1	0	0.	932	60.1	665	42.9	134	8.6	83	5.4	48	3.1	2	0.1	0	0.	394	25.4
EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY	8761	6781	77.4	6036	68.9	399	4.6	217	2.5	75	0.9	21	0.2	33	0.4	1980	22.6	1623	18.5	206	2.4	74	0.8	30	0.3	4	0.	43	0.5	1026	11.7
EXECUTIVE OFFICE OF TRANSPORTATION	2930	1946	66.4	1705	58.2	111	3.8	42	1.4	84	2.9	4	0.1	0	0.	984	33.6	714	24.4	161	5.5	57	1.9	50	1.7	2	0.1	0	0.	511	17.4
GOVERNOR	76	30	39.5	19	25.	4	5.3	2	2.6	0	0.	0	0.	5	6.6	46	60.5	24	31.6	8	10.5	7	9.2	2	2.6	0	0.	5	6.6	23	30.3
OFFICE OF COMPTROLLER	126	60	47.6	44	34.9	4	3.2	2	1.6	10	7.9	0	0.	0	0.	66	52.4	50	39.7	5	4.	4	3.2	7	5.6	0	0.	0	0.	32	25.4
PUBLIC EMPLOYEE RETIREMENT ADM	49	24	49.	21	42.9	0	0.	0	0.	1	2.	0	0.	2	4.1	25	51.	24	49.	0	0.	1	2.	0	0.	0	0.	0	0.	2	4.1
TEACHERS RETIREMENT BOARD	74	28	37.8	26	35.1	2	2.7	0	0.	0	0.	0	0.	0	0.	46	62.2	31	41.9	9	12.2	2	2.7	4	5.4	0	0.	0	0.	17	23.
THE HEALTH CARE SECURITY TRUST	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
<b>TOTALS:</b>	<b>46827</b>	<b>22341</b>	<b>47.7</b>	<b>17625</b>	<b>37.6</b>	<b>2658</b>	<b>5.7</b>	<b>849</b>	<b>1.8</b>	<b>599</b>	<b>1.3</b>	<b>53</b>	<b>0.1</b>	<b>557</b>	<b>1.2</b>	<b>24486</b>	<b>52.3</b>	<b>17638</b>	<b>37.7</b>	<b>4096</b>	<b>8.7</b>	<b>1445</b>	<b>3.1</b>	<b>801</b>	<b>1.7</b>	<b>48</b>	<b>0.1</b>	<b>458</b>	<b>1.</b>	<b>10549</b>	<b>22.5</b>

# ODEO - Workforce Summary By Secretariat

Report run for Pay Period Ending 6/23/2007

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Secretariat	Grand Total	** MALES **														** FEMALES **														Minority Total	%
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
BOARD OF LIBRARY COMMISSIONERS	26	7	26.9	6	23.1	0	0.	0	0.	0	0.	0	0.	1	3.8	19	73.1	15	57.7	1	3.8	0	0.	3	11.5	0	0.	0	0.	4	15.4
COMMISSION AGAINST DISCRIMINAT	67	18	26.9	7	10.4	4	6.	4	6.	1	1.5	0	0.	2	3.	49	73.1	23	34.3	10	14.9	9	13.4	5	7.5	0	0.	2	3.	33	49.3
COMMISSION ON STATUS OF WOMEN	4	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	4	100.	3	75.	0	0.	0	0.	0	0.	0	0.	1	25.	0	0.
DEPARTMENT OF EDUCATION	537	143	26.6	122	22.7	11	2.	3	0.6	7	1.3	0	0.	0	0.	394	73.4	319	59.4	43	8.	8	1.5	23	4.3	1	0.2	0	0.	96	17.9
DIABLED PERSONS PROTECTION COMMISSION	30	9	30.	8	26.7	1	3.3	0	0.	0	0.	0	0.	0	0.	21	70.	18	60.	0	0.	3	10.	0	0.	0	0.	0	0.	4	13.3
EARLY EDUCATION & CARE	195	34	17.4	28	14.4	4	2.1	2	1.	0	0.	0	0.	0	0.	161	82.6	117	60.	24	12.3	18	9.2	2	1.	0	0.	0	0.	50	25.6
ENVIRONMENTAL AFFAIRS	2943	1961	66.6	1758	59.7	84	2.9	19	0.6	38	1.3	7	0.2	55	1.9	982	33.4	809	27.5	82	2.8	19	0.6	32	1.1	3	0.1	37	1.3	284	9.7
EXECUTIVE OFFICE FOR ADMINSTRATION & FINANCE	3123	1590	50.9	1361	43.6	94	3.	34	1.1	91	2.9	1	0.	9	0.3	1533	49.1	1179	37.8	186	6.	73	2.3	91	2.9	1	0.	3	0.1	571	18.3
EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT	762	382	50.1	324	42.5	30	3.9	7	0.9	12	1.6	1	0.1	8	1.	380	49.9	272	35.7	56	7.3	17	2.2	26	3.4	2	0.3	7	0.9	151	19.8
EXECUTIVE OFFICE OF HEALTH & HUMAN SERVICES	24199	8084	33.4	5607	23.2	1757	7.3	462	1.9	237	1.	17	0.1	4	0.	16115	66.6	11578	47.8	3056	12.6	999	4.1	438	1.8	34	0.1	10	0.	7000	28.9
EXECUTIVE OFFICE of LABOR & WORKFORCE DEVELOPMENT	1664	681	40.9	545	32.8	74	4.4	24	1.4	32	1.9	1	0.1	5	0.3	983	59.1	701	42.1	140	8.4	86	5.2	53	3.2	2	0.1	1	0.1	412	24.8
EXECUTIVE OFFICE OF PUBLIC SAFETY & HOMELAND SECURITY	8578	6654	77.6	5950	69.4	398	4.6	201	2.3	71	0.8	22	0.3	12	0.1	1924	22.4	1612	18.8	197	2.3	65	0.8	29	0.3	5	0.1	16	0.2	988	11.5
EXECUTIVE OFFICE OF TRANSPORTATION	2694	1772	65.8	1547	57.4	104	3.9	38	1.4	79	2.9	4	0.1	0	0.	922	34.2	691	25.6	141	5.2	48	1.8	40	1.5	2	0.1	0	0.	456	16.9
GOVERNOR	73	38	52.1	23	31.5	4	5.5	3	4.1	0	0.	0	0.	8	11.	35	47.9	20	27.4	4	5.5	4	5.5	1	1.4	0	0.	6	8.2	16	21.9
OFFICE OF COMPTROLLER	126	60	47.6	44	34.9	4	3.2	2	1.6	10	7.9	0	0.	0	0.	66	52.4	52	41.3	5	4.	2	1.6	7	5.6	0	0.	0	0.	30	23.8
PUBLIC EMPLOYEE RETIREMENT ADM	51	25	49.	22	43.1	0	0.	0	0.	1	2.	0	0.	2	3.9	26	51.	25	49.	0	0.	1	2.	0	0.	0	0.	0	0.	2	3.9
TEACHERS RETIREMENT BOARD	74	28	37.8	25	33.8	3	4.1	0	0.	0	0.	0	0.	0	0.	46	62.2	32	43.2	8	10.8	2	2.7	4	5.4	0	0.	0	0.	17	23.
THE HEALTH CARE SECURITY TRUST	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
<b>TOTALS:</b>	<b>45147</b>	<b>21487</b>	<b>47.6</b>	<b>17378</b>	<b>38.5</b>	<b>2570</b>	<b>5.7</b>	<b>799</b>	<b>1.8</b>	<b>579</b>	<b>1.3</b>	<b>53</b>	<b>0.1</b>	<b>106</b>	<b>0.2</b>	<b>23660</b>	<b>52.4</b>	<b>17466</b>	<b>38.7</b>	<b>3950</b>	<b>8.8</b>	<b>1354</b>	<b>3.</b>	<b>754</b>	<b>1.7</b>	<b>50</b>	<b>0.1</b>	<b>83</b>	<b>0.2</b>	<b>10114</b>	<b>22.4</b>

# EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE



**SECRETARY LESLIE A. KIRWAN**

## The Administration and Finance Secretariat FY08 Annual EEO4 Report

**Secretariat Overview:** The Executive Office for Administration and Finance (ANF) is the state agency in charge of ensuring the financial stability, efficiency, and effectiveness of state government. ANF agencies share a public policy vision of continuous improvement driven by the recruitment, development and support of employees who are collectively as diverse as the citizens we serve. The following agencies comprise the Secretariat: [Appellate Tax Board](#); [Bureau of State Office Buildings](#); [Civil Service Commission](#); [Department of Revenue](#); [Developmental Disabilities Council](#); [Division of Administrative Law Appeals](#); [Division of Capital Asset Management](#); [Executive Office for Administration and Finance](#); [George Feingold Library](#); [Group Insurance Commission](#); [Human Resources Division](#); [Information Technology Division](#); [Massachusetts Office on Disability](#); [Operational Services Division](#)

## Workforce Analysis: Comparison of ANF Secretariat Workforce:

	Officials and Administrators		Professionals		Technicians		Protective Services Sworn	
	07-Q4	08-Q4	07-Q4	08-Q4	07-Q4	08-Q4	07-Q4	08-Q4
FM	40.1%	41.6%	49.6%	49.6%	37.3%	39.3%	50.0%	50.0%
MIN	11.2%	13.8%	18.4%	19.3%	27.8%	29.1%	0.0%	0.0%
VEV	3.7%	3.1%	2.6%	2.4%	4.0%	3.4%	0.0%	0.0%
DP	1.2%	1.9%	3.2%	3.6%	1.0%	1.7%	0.0%	0.0%

FM (Female) MIN (Minority) VEV (Vietnam Era Veteran) DP (Disabled Person)

	Protective Services Non-Sworn		Office/Clerical		Skilled Craft		Service Maintenance	
	07-Q4	08-Q4	07-Q4	08-Q4	07-Q4	08-Q4	07-Q4	08-Q4
FM	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
MIN	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
VEV	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
DP	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

The above comparison of the 4<sup>th</sup> quarter of FY07 to the 4<sup>th</sup> quarter of FY08 clearly shows that ANF protected class members experienced significant gains in higher-level managerial, professional and technical positions with comparable reductions in lower-level clerical/support positions<sup>1</sup>. Most notably:

- The percentage of Minority and Female Officials and Administrators increased by 2.6 points and 1.5 points, respectively;

<sup>1</sup> However, Vietnam Era Veteran representation continues to decline with retirements.

- The percentage of Minority Professionals increased by 1 point;
- The percentage of Minority and Female Technicians increased by 2 points and 1.3 points, respectively The percentage of Minority and Female Office/Clerical employees declined by 2.5 points and 3.2 points, respectively;
- Although the percentage increased 13.3 points, the actual number of Minority Service Maintenance employees remained unchanged and the percentage of Females in this category declined by over 30 points.

Workforce Trends: ANF agencies hired, promoted and retained protected class members in far greater numbers over the past fiscal year. Minorities represented almost 30% of new hires, 20% of promotions and 18% of terminations. Females represented 55.5% of new hires, 54.2% of promotions and 47.2% of terminations. VEVs represented 0.6% of new hires, 2% of promotions and 2.8% of terminations. And Disabled Persons represented 0% of new hires, 0% of promotions and 0% of terminations. ANF agencies worked very closely with the Office of Diversity and Equal Opportunity (ODEO) to market public service/the Commonwealth at grassroots career fairs, an extremely effective recruitment strategy. In addition, several agencies employed professional recruiters to expand and diversify the pool of highly qualified candidates. At the same time ANF agencies made a concerted effort to incorporate affirmative action and diversity as core organizational values (also see Agency

Highlights below). However, it is also clear a comparable effort and strategic focus must be employed to attract qualified Disabled Persons to the ANF workforce.

Agency Highlights: Nearly 100% of ANF agency employees participated in Professional Development Programs, Diversity Training and related agency-based activities throughout the year. While employee surveys are the only sure way to measure the impact, it is clear that these initiatives have advanced understanding and appreciation of diversity, thereby promoting a culture of acceptance and inclusion.

The Secretariat Moving Forward: It remains to be seen whether these strategies will have long-term benefits, particularly in view of anticipated budget constraints in the coming fiscal year. Employee surveys should be used to benchmark gains and develop new strategies, particularly with regard to Persons with Disabilities. Notwithstanding, it is abundantly clear that ANF agencies have and will continue to advance the Secretariat's vision for Affirmative Action and Diversity throughout the workforce.

## 19 - ADMINISTRATION & FINANCE - Secretariat Workforce Summary By Department

Report run for Pay Period Ending 6/21/2008

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Department	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
ADMINISTRATIVE LAW APPEALS DIV	13	4	30.8	4	30.8	0	0.	0	0.	0	0.	0	0.	0	0.	9	69.2	7	53.8	2	15.4	0	0.	0	0.	0	0.	0	0.	2	15.4
APPELLATE TAX BOARD	25	14	56.	13	52.	1	4.	0	0.	0	0.	0	0.	0	0.	11	44.	8	32.	3	12.	0	0.	0	0.	0	0.	0	0.	4	16.
BUREAU OF STATE BUILDINGS	42	34	81.	29	69.	3	7.1	1	2.4	0	0.	1	2.4	0	0.	8	19.	4	9.5	2	4.8	0	0.	2	4.8	0	0.	0	0.	9	21.4
CAPITAL ASSET MANAGEMENT and M	231	137	59.3	120	51.9	11	4.8	1	0.4	5	2.2	0	0.	0	0.	94	40.7	74	32.	12	5.2	2	0.9	5	2.2	1	0.4	0	0.	37	16.
CIVIL SERVICE COMMISSION	7	5	71.4	5	71.4	0	0.	0	0.	0	0.	0	0.	0	0.	2	28.6	0	0.	1	14.3	1	14.3	0	0.	0	0.	0	0.	2	28.6
DEPARTMENT OF REVENUE	2274	1085	47.7	947	41.6	61	2.7	26	1.1	51	2.2	0	0.	0	0.	1189	52.3	910	40.	144	6.3	66	2.9	69	3.	0	0.	0	0.	417	18.3
DEVELOPMENTAL DISABILITIES COU	9	3	33.3	3	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	6	66.7	6	66.7	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
DIVISION OF OPERATIONAL SERVICE	72	35	48.6	27	37.5	4	5.6	0	0.	4	5.6	0	0.	0	0.	37	51.4	24	33.3	7	9.7	3	4.2	3	4.2	0	0.	0	0.	21	29.2
EXECUTIVE OFFICE for ADMINISTR	39	19	48.7	14	35.9	1	2.6	1	2.6	3	7.7	0	0.	0	0.	20	51.3	17	43.6	2	5.1	0	0.	1	2.6	0	0.	0	0.	8	20.5
GEORGE FINGOLD LIBRARY	18	3	16.7	2	11.1	1	5.6	0	0.	0	0.	0	0.	0	0.	15	83.3	12	66.7	2	11.1	0	0.	1	5.6	0	0.	0	0.	4	22.2
GROUP INSURANCE COMMISSION	53	15	28.3	11	20.8	2	3.8	0	0.	2	3.8	0	0.	0	0.	38	71.7	25	47.2	4	7.5	2	3.8	7	13.2	0	0.	0	0.	17	32.1
HUMAN RESOURCES DIVISION	119	42	35.3	30	25.2	2	1.7	0	0.	10	8.4	0	0.	0	0.	77	64.7	54	45.4	17	14.3	3	2.5	3	2.5	0	0.	0	0.	35	29.4
INFORMATION TECHNOLOGY DIVISIO	321	223	69.5	173	53.9	18	5.6	8	2.5	22	6.9	0	0.	2	0.6	98	30.5	71	22.1	11	3.4	2	0.6	14	4.4	0	0.	0	0.	75	23.4
MASSACHUSETTS OFFICE ON DISABI	15	7	46.7	6	40.	1	6.7	0	0.	0	0.	0	0.	0	0.	8	53.3	7	46.7	1	6.7	0	0.	0	0.	0	0.	0	0.	2	13.3
<b>TOTALS:</b>	<b>3238</b>	<b>1626</b>	<b>50.2</b>	<b>1384</b>	<b>42.7</b>	<b>105</b>	<b>3.2</b>	<b>37</b>	<b>1.1</b>	<b>97</b>	<b>3.</b>	<b>1</b>	<b>0.</b>	<b>2</b>	<b>0.1</b>	<b>1612</b>	<b>49.8</b>	<b>1219</b>	<b>37.6</b>	<b>208</b>	<b>6.4</b>	<b>79</b>	<b>2.4</b>	<b>105</b>	<b>3.2</b>	<b>1</b>	<b>0.</b>	<b>0</b>	<b>0.</b>	<b>633</b>	<b>19.5</b>

## 19 - ADMINISTRATION & FINANCE - Secretariat Workforce Summary Report

Report run for Pay Period Ending 6/21/2008

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EE04 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	414	242	58.5	222	53.6	7	1.7	2	0.5	11	2.7	0	0.	0	0.	172	41.5	135	32.6	24	5.8	5	1.2	7	1.7	1	0.2	0	0.	57	13.8
Professionals	2435	1227	50.4	1042	42.8	83	3.4	27	1.1	74	3.	0	0.	1	0.	1208	49.6	921	37.8	146	6.	55	2.3	86	3.5	0	0.	0	0.	471	19.3
Technicians	117	71	60.7	53	45.3	8	6.8	1	0.9	8	6.8	0	0.	1	0.9	46	39.3	29	24.8	6	5.1	4	3.4	7	6.	0	0.	0	0.	34	29.1
Protective Service:Sworn	2	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Office/Clerical	238	54	22.7	40	16.8	4	1.7	6	2.5	4	1.7	0	0.	0	0.	184	77.3	132	55.5	32	13.4	15	6.3	5	2.1	0	0.	0	0.	66	27.7
Skilled Craft	21	21	100.	19	90.5	2	9.5	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	2	9.5
Service Maintenance	11	10	90.9	7	63.6	1	9.1	1	9.1	0	0.	1	9.1	0	0.	1	9.1	1	9.1	0	0.	0	0.	0	0.	0	0.	0	0.	3	27.3
<b>TOTALS:</b>	<b>3238</b>	<b>1626</b>	<b>50.2</b>	<b>1384</b>	<b>42.7</b>	<b>105</b>	<b>3.2</b>	<b>37</b>	<b>1.1</b>	<b>97</b>	<b>3.</b>	<b>1</b>	<b>0.</b>	<b>2</b>	<b>0.1</b>	<b>1612</b>	<b>49.8</b>	<b>1219</b>	<b>37.6</b>	<b>208</b>	<b>6.4</b>	<b>79</b>	<b>2.4</b>	<b>105</b>	<b>3.2</b>	<b>1</b>	<b>0.</b>	<b>0</b>	<b>0.</b>	<b>633</b>	<b>19.5</b>

## 19 - ADMINISTRATION & FINANCE - Secretariat New Hires Analysis

Report run for 3/30/2008 - 6/21/2008

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EE04 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	7	3	42.9	2	28.6	1	14.3	0	0.	0	0.	0	0.	0	0.	4	57.1	2	28.6	2	28.6	0	0.	0	0.	0	0.	0	0.	3	42.9
Professionals	39	19	48.7	14	35.9	1	2.6	0	0.	3	7.7	0	0.	1	2.6	20	51.3	12	30.8	3	7.7	3	7.7	2	5.1	0	0.	0	0.	12	30.8
Office/Clerical	3	1	33.3	1	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	2	66.7	1	33.3	1	33.3	0	0.	0	0.	0	0.	0	0.	1	33.3
Service Maintenance	2	2	100.	2	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
<b>TOTALS:</b>	<b>51</b>	<b>25</b>	<b>49.</b>	<b>19</b>	<b>37.3</b>	<b>2</b>	<b>3.9</b>	<b>0</b>	<b>0.</b>	<b>3</b>	<b>5.9</b>	<b>0</b>	<b>0.</b>	<b>1</b>	<b>2.</b>	<b>26</b>	<b>51.</b>	<b>15</b>	<b>29.4</b>	<b>6</b>	<b>11.8</b>	<b>3</b>	<b>5.9</b>	<b>2</b>	<b>3.9</b>	<b>0</b>	<b>0.</b>	<b>0</b>	<b>0.</b>	<b>16</b>	<b>31.4</b>

## 19 - ADMINISTRATION & FINANCE - Secretariat Terminations Analysis

Report run for 3/30/2008 - 6/21/2008

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		** MALES **														** FEMALES **															
EE04 Category	Grand Total	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Minority Total	%
Voluntary Terminations																															
Officials and Administrators	9	4	44.4	4	44.4	0	0.	0	0.	0	0.	0	0.	0	0.	5	55.6	4	44.4	1	11.1	0	0.	0	0.	0	0.	0	0.	1	11.1
Professionals	15	4	26.7	3	20.	1	6.7	0	0.	0	0.	0	0.	0	0.	11	73.3	9	60.	1	6.7	0	0.	1	6.7	0	0.	0	0.	3	20.
Office/Clerical	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
TOTALS:	25	8	32.	7	28.	1	4.	0	0.	0	0.	0	0.	0	0.	17	68.	14	56.	2	8.	0	0.	1	4.	0	0.	0	0.	4	16.
Involuntary Terminations																															
Officials and Administrators	2	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Professionals	5	4	80.	2	40.	2	40.	0	0.	0	0.	0	0.	0	0.	1	20.	0	0.	1	20.	0	0.	0	0.	0	0.	0	0.	3	60.
Office/Clerical	2	2	100.	2	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
TOTALS:	9	7	77.8	5	55.6	2	22.2	0	0.	0	0.	0	0.	0	0.	2	22.2	1	11.1	1	11.1	0	0.	0	0.	0	0.	0	0.	3	33.3

# EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS



**SECRETARY IAN A. BOWLES**



## Executive Office of Energy and Environmental Affairs

### Annual Narrative

The Executive Office of Energy and Environmental Affairs was established by the Legislature in 1975. The overall mission of the Massachusetts Executive Office of Energy and Environmental Affairs (EOEEA) is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth.

There are six (6) agencies outlined below that make up the Secretariat.

1. **Department of Agricultural Resources** The Department of Agricultural Resources (DAR) works to provide a safe, local supply of high quality foods and to strengthen the economic viability of Massachusetts' agriculture. DAR promotes the environmental sustainability of the agricultural industry by preserving significant farmland resources and supporting agriculture as an important part of the Commonwealth's economy;
2. **Department of Conservation and Recreation** The Department of Conservation and Recreation (DCR) strives to protect, preserve, manage and enhance the natural and cultural resources of the Commonwealth in order to promote healthy, livable and sustainable communities, and to

connect people to these resources through recreation and education;

3. **Department of Environmental Protection** The Department of Environmental Protection (DEP) works to fulfill Article 97 of the Massachusetts' Constitution's guarantee of the people's right to clean air and water as well as the natural, scenic, historic, and aesthetic qualities of their environment;
4. **Department of Fish and Game** The Department of Fish and Game (DFG) is charged with stewardship of the Commonwealth's marine and freshwater fisheries, wildlife species, plants and natural communities, and wildlife dependent recreation.
5. **Department of Public Utilities** The Department of Public Utilities (DPU) mission is to ensure that utility consumers are provided with the most reliable service at the lowest possible cost; to protect the public safety from transportation and gas pipeline related accidents; to oversee the energy facilities siting process; and to ensure that residential ratepayers' rights are protected under regulations.
6. **Department of Energy Resources** The Department of Energy Resources (ENE) is charged with **Creating a Greener Energy Future for the Commonwealth** economically and environmentally, including: achieving all cost-effective energy efficiencies, maximizing development of greener energy resources, creating and leading implementation of

energy strategies to assure reliable supplies and improve relative cost, and supporting clean tech companies and spurring clean energy employment.

### **Broad Comparison of Workforce –**

The Executive Office of Energy and Environmental Affairs (EEA) workforce total for fiscal year 2008 is 3940 compared to 2943 in 2007. This is a 33.8% increase.

#### **Officials and Administrators**

**2008 Total = 307; males = 180, females = 99, minorities = 25**  
2007 Total = 288; males = 201, females = 87, minorities = 20  
**6.6% increase = 19 hires**

#### **Professionals**

**2008 Total = 1720; males = 1050, females = 670; minorities = 184**  
2007 Total = 1639, males = 1009, females = 630, minorities = 173  
**4.9% increase – 81 hires**

#### **Technicians**

**2008 Total = 146; males = 116, females = 30, minorities = 8**  
2007 Total = 148, males = 115, females = 33, minorities = 8  
**- 01.8% decrease = 2 employees**

#### **Protective Services Sworn**

**2008 Total = 113; males = 100, females = 13, minorities = 7**  
2007 Total = 110, males = 99, females = 11, minorities = 7  
**2.7% increase = 3 hires for 2008**

#### **Office/Clerical:**

**2008 Total = 180; males = 22, females = 158, minorities = 30**  
2007 Total = 182, males = 22, females = 160, minorities = 34  
**-01% decrease = -1 employee**

### **Skilled Craft**

**2008 Total= 246, males = 203, females = 43, minorities = 11**  
2007 Total = 149, males = 146, females = 3, minorities = 12  
**65% increase = 97 hires for 2008**

### **Service Maintenance**

**2008 Total = 1228, males = 795, females = 433, minorities = 41**  
2007 Total = 427, males = 369, females = 58, minorities = 30  
**18.8 % increase = 801 hires for 2008**

### **Retention**

The Secretariat employee retention is good. Based on the quarterly reports the six agencies within the Secretariat are retaining their staff.

### **Promotion**

Secretariat promotions was low in Minorities at 3.6% and VEV's 1.8% and high in the Females at 23.2% All agencies offer training to their employees in many job related areas as well as tuition reimbursement for classes taken at state colleges and universities and community colleges.

### **Hiring-recruitment, advertising, job fair attendance, budget restrictions.**

The resources for recruitment for the agencies are outreach to community organizations and churches, women's groups and organizations, career fairs, instate schools and Persons with Disabilities Career Fair, postings advertised in the Boston Globe, BayState Banner, agency web pages,

postings sent to civic groups, and historically Black Colleges and Universities and word or mouth and internet.

### **Terminations – Voluntary and Involuntary**

The primary reason for Voluntary Terminations is retirement or resignation. The primary reason for Involuntary Terminations is for position elimination and staff reduction.

### **Highlights**

There are no significant highlights. Representation in the four protected groups is as follows:

Female = 1426 at 36.19%; White = 865 at 21.95%, Black = 82 at 2.08%, Hispanic = 20 at 0.51%, Asian = 34 at 0.86%, Native American = 3 at 0.08% and Unknown = 422 at 10.71%

Minorities = 306 at 7.77%, Black = 178 at 4.52%, Hispanic = 42 at 10.7%, Asian = 76 at 1.93% and Native American = 10 at 0.25%

VEV's = 148 at 3.76%, White = 138 at 3.50%, Black = 0 at 0.23%, Hispanic and Asian = 0, and Native American = 1 at 0.03%

Disabled = 101 at 2.56%, White = 85 at 2.16%, Black = 13 at 0.33%, Hispanic = 2 at 0.05% Asian = 0, and Native American = 1 at 0.03%

### **Conclusion/ Secretariat moving Forward**

All of the agencies within the Secretariat will continue to do diligence with more diversity recruitment and training this fiscal year.

## 20 - ENVIRONMENTAL AFFAIRS

## - Secretariat Workforce Summary By Department

Report run for Pay Period Ending 6/21/2008

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Department	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
DEPARTMENT CONSERVATION AND RE	2099	1355	64.6	796	37.9	51	2.4	12	0.6	11	0.5	2	0.1	483	23.	744	35.4	296	14.1	33	1.6	13	0.6	5	0.2	1	0.	396	18.9	128	6.1
DEPARTMENT of AGRICULTURAL RES	70	39	55.7	34	48.6	3	4.3	0	0.	1	1.4	0	0.	1	1.4	31	44.3	26	37.1	4	5.7	1	1.4	0	0.	0	0.	0	0.	9	12.9
DEPARTMENT OF ENVIRONMENTAL PR	975	569	58.4	523	53.6	20	2.1	6	0.6	19	1.9	1	0.1	0	0.	406	41.6	351	36.	24	2.5	9	0.9	22	2.3	0	0.	0	0.	101	10.4
DEPARTMENT OF FISH AND GAME	284	183	64.4	176	62.	2	0.7	0	0.	2	0.7	2	0.7	1	0.4	101	35.6	96	33.8	3	1.1	1	0.4	1	0.4	0	0.	0	0.	11	3.9
DEPARTMENT OF TELECOMMUNICATIO	115	68	59.1	56	48.7	7	6.1	2	1.7	3	2.6	0	0.	0	0.	47	40.9	33	28.7	9	7.8	0	0.	2	1.7	0	0.	3	2.6	23	20.
DIVISION OF ENERGY RESOURCES	31	20	64.5	16	51.6	2	6.5	0	0.	1	3.2	0	0.	1	3.2	11	35.5	8	25.8	0	0.	1	3.2	1	3.2	0	0.	1	3.2	5	16.1
EXECUTIVE OFFICE OF ENVIRONMEN	269	179	66.5	165	61.3	10	3.7	0	0.	3	1.1	1	0.4	0	0.	90	33.5	73	27.1	12	4.5	1	0.4	2	0.7	2	0.7	0	0.	31	11.5
STATE RECLAMATION BOARD	97	81	83.5	56	57.7	0	0.	1	1.	2	2.1	1	1.	21	21.6	16	16.5	10	10.3	0	0.	0	0.	1	1.	0	0.	5	5.2	5	5.2
<b>TOTALS:</b>	3940	2494	63.3	1822	46.2	95	2.4	21	0.5	42	1.1	7	0.2	507	12.9	1446	36.7	893	22.7	85	2.2	26	0.7	34	0.9	3	0.1	405	10.3	313	7.9

## 20 - ENVIRONMENTAL AFFAIRS

## - Secretariat Workforce Summary Report

Report run for Pay Period Ending 6/21/2008

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EE04 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	307	208	67.8	180	58.6	13	4.2	1	0.3	2	0.7	0	0.	12	3.9	99	32.2	80	26.1	7	2.3	2	0.7	0	0.	0	0.	10	3.3	25	8.1
Professionals	1720	1050	61.	939	54.6	38	2.2	14	0.8	35	2.	1	0.1	23	1.3	670	39.	549	31.9	50	2.9	12	0.7	32	1.9	2	0.1	25	1.5	184	10.7
Technicians	146	116	79.5	109	74.7	4	2.7	1	0.7	0	0.	1	0.7	1	0.7	30	20.5	28	19.2	2	1.4	0	0.	0	0.	0	0.	0	0.	8	5.5
Protective Service:Sworn	113	100	88.5	89	78.8	4	3.5	0	0.	2	1.8	1	0.9	4	3.5	13	11.5	13	11.5	0	0.	0	0.	0	0.	0	0.	0	0.	7	6.2
Office/Clerical	180	22	12.2	16	8.9	2	1.1	0	0.	1	0.6	0	0.	3	1.7	158	87.8	111	61.7	19	10.6	6	3.3	2	1.1	0	0.	20	11.1	30	16.7
Skilled Craft	246	203	82.5	140	56.9	9	3.7	1	0.4	0	0.	1	0.4	52	21.1	43	17.5	11	4.5	2	0.8	0	0.	0	0.	0	0.	30	12.2	13	5.3
Service Maintenance	1228	795	64.7	349	28.4	25	2.	4	0.3	2	0.2	3	0.2	412	33.6	433	35.3	101	8.2	5	0.4	6	0.5	0	0.	1	0.1	320	26.1	46	3.7
<b>TOTALS:</b>	3940	2494	63.3	1822	46.2	95	2.4	21	0.5	42	1.1	7	0.2	507	12.9	1446	36.7	893	22.7	85	2.2	26	0.7	34	0.9	3	0.1	405	10.3	313	7.9

## 20 - ENVIRONMENTAL AFFAIRS

## - Secretariat New Hires Analysis

Report run for 3/30/2008 - 6/21/2008

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total			
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%				
Officials and Administrators	15	8	53.3	4	26.7	0	0.	0	0.	1	6.7	0	0.	3	20.	7	46.7	6	40.	0	0.	0	0.	0	0.	0	0.	1	6.7	1	6.7		
Professionals	45	31	68.9	20	44.4	2	4.4	1	2.2	0	0.	0	0.	8	17.8	14	31.1	4	8.9	0	0.	1	2.2	0	0.	0	0.	9	20.	4	8.9		
Technicians	7	5	71.4	4	57.1	0	0.	0	0.	0	0.	0	0.	1	14.3	2	28.6	2	28.6	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.		
Protective Service:Sworn	2	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	2	100.	2	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.		
Office/Clerical	17	1	5.9	0	0.	0	0.	0	0.	0	0.	0	0.	1	5.9	16	94.1	3	17.6	0	0.	1	5.9	0	0.	0	0.	12	70.6	1	5.9		
Skilled Craft	92	55	59.8	7	7.6	0	0.	0	0.	0	0.	0	0.	48	52.2	37	40.2	7	7.6	2	2.2	0	0.	0	0.	0	0.	28	30.4	2	2.2		
Service Maintenance	869	476	54.8	60	6.9	6	0.7	1	0.1	1	0.1	0	0.	408	47.	393	45.2	58	6.7	2	0.2	6	0.7	0	0.	0	0.	327	37.6	16	1.8		
TOTALS:	1047	576	55.	95	9.1	8	0.8	2	0.2	2	0.2	0	0.	469	44.8	471	45.	82	7.8	4	0.4	8	0.8	0	0.	0	0.	377	36.	24	2.3		

## 20 - ENVIRONMENTAL AFFAIRS

## - Secretariat Terminations Analysis

Report run for 3/30/2008 - 6/21/2008

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total			
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%				
Voluntary Terminations																																	
Officials and Administrators	4	3	75.	3	75.	0	0.	0	0.	0	0.	0	0.	0	0.	1	25.	1	25.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Professionals	15	8	53.3	7	46.7	0	0.	0	0.	0	0.	0	0.	1	6.7	7	46.7	5	33.3	1	6.7	0	0.	0	0.	0	0.	1	6.7	1	6.7		
Technicians	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.		
Protective Service:Sworn	2	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.		
Skilled Craft	4	2	50.	1	25.	0	0.	0	0.	0	0.	0	0.	1	25.	2	50.	0	0.	0	0.	0	0.	0	0.	0	0.	2	50.	0	0.		
Service Maintenance	30	20	66.7	8	26.7	0	0.	0	0.	0	0.	0	0.	12	40.	10	33.3	3	10.	0	0.	0	0.	0	0.	0	0.	7	23.3	0	0.		
TOTALS:	56	35	62.5	21	37.5	0	0.	0	0.	0	0.	0	0.	14	25.	21	37.5	10	17.9	1	1.8	0	0.	0	0.	0	0.	10	17.9	1	1.8		
Involuntary Terminations																																	
Officials and Administrators	3	3	100.	3	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.		
Professionals	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.		
Skilled Craft	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.		
Service Maintenance	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.		
TOTALS:	6	5	83.3	5	83.3	0	0.	0	0.	0	0.	0	0.	0	0.	1	16.7	1	16.7	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.		

# EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES



**SECRETARY JUDYANN BIGBY**

**Secretariat Annual Report, FY 2008**  
**Commonwealth of Massachusetts**  
**The Executive Office of Health and Human Services**

The Executive Office of Health and Human Services (EOHHS) provides services to many of the Commonwealth's most vulnerable citizens. Following a consolidation of its departments in 2003, the Secretariat's seventeen agencies were reconfigured into three clusters: Children Youth and Families (CYF), Disabilities and Community Services (DCS), and Health. This consolidation has yielded significant service integration benefits for EOHHS clients and allowed for significant administrative streamlining.

Within the CYF Cluster, there are five agencies: Department of Transitional Assistance (DTA), Department of Youth Services (DYS), Department of Veterans Services (DVS), Department of Children and Families (DCF) (formerly the Department of Social Services), and the Department of Refugees and Immigrants (ORI). There are two agencies; the Department of Early Education and Care (EEC) and the Department of Elder Affairs (ELD) which are presently receiving Civil Rights and Human Resources services through the CYF Cluster. Finally, the cluster includes the Secretariat itself, which is comprised of the Executive Office of Health and Human Services (EHS), MassHealth, Acute and Ambulatory Care, and Long Term Care.

The Disabilities Cluster is comprised of the following six agencies: Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH), Department of Mental Retardation (DMR), Soldiers' Home in Chelsea (CHE), Massachusetts Commission for the Blind (MCB), Massachusetts Rehabilitation Commission (MRC), and the Soldiers' Home in Holyoke.

The Health Cluster includes: Department of Public Health (DPH), Department of Mental Health (DMH), and Department of Health Care, Finance, and Policy (HCF).

At the end of the fiscal year, the Secretariat has achieved a number of accomplishments with respect to diversity, affirmative action, and equal opportunity.

To begin with, the Executive Office of Health and Human Services continues to lead the Commonwealth with respect to the number of protected group members hired and promoted into positions within all categories. This is particularly true in terms of the number of minority candidates hired into positions within the professional and management categories. In terms of both numbers and parity percentages in these two categories, EOHHS far outdistances all other Secretariats within the Commonwealth. The Secretariat's success in this area is due in large part to the partnership between Diversity Officers, Human Resources (HR) Employment Services staff, and the EHS Director of Recruitment working

together to ensure a strong representation of protected group members in candidate pools for all positions. The Secretariat is also fortunate to benefit from a “top down” commitment from the Secretary towards the attainment of a work force which truly reflects the diversity of the population we serve.

EOHHS Diversity Officers along with EOHHS HR staff and agency liaisons participated in more than two dozen career fairs during the past fiscal year. Many of these Job Expos were sponsored by local colleges and universities. Others were directed towards a particular profession or demographic. EOHHS Diversity Officers were active participants in these events as they promoted career opportunities within EOHHS agencies.

Within the Secretariat, recognition of both the undercounting of, as well as the many contributions made by EOHHS employees with disabilities has resulted in a concerted effort to reach out and invite individuals with disabilities to self-identify. These initiatives are part of an overall strategy initiated by the Secretary's office to both publicize and create a working environment that is welcoming and supportive to employees with disabilities. These efforts, still in their initial stages, are designed to make both the Commonwealth and the Secretariat more appealing as an “employer of choice” for individuals with disabilities seeking employment.

The past year also demonstrated increased efforts in the number of trainings offered within the Secretariat. EOHHS employees participated in more than 3,000 trainings in FY 2008, with more than 1,300 completing diversity training. Diversity Officers and other trainers conducted diversity training in a number of agencies, including the Department of Youth Services, Department of Mental Retardation, Department of Transitional Assistance, Department of Mental Health, and the Holyoke Soldiers Home. Additionally, Secretariat Diversity Officers participated as trainers for both the EOHHS Center for Staff Development and the Human Resources Division (HRD), providing diversity training to other agencies within the executive branch. These trainings were offered to managers, supervisors, and non-supervisory staff. Finally, EOHHS Diversity Officers have partnered in leadership roles within diversity councils and multi-cultural committees within many of the agencies they serve. Diversity training and multi-cultural awareness continue to be a priority for Agency Heads who recognize the importance not only of creating a diverse work force, but also of acknowledging and celebrating individual differences in a positive way.

Many of the recruitment, hiring, and training initiatives which began in FY 2008 will continue through the coming fiscal year. Included in these initiatives will be a greater emphasis upon completing diversity training within all agencies. As part of the new Executive Order (E.O. 478)



which mandates diversity training for all agency staff, it is anticipated that most agencies within the Secretariat will have completed the first phase of this training within the next fiscal year.

In the coming year, an even stronger emphasis will be placed on the recruitment and retention of qualified minority candidates. Despite the Secretariat's success in the area of minority hiring, the number of minority managers in upper-mid and senior level positions throughout the Secretariat remains significantly small. The EOHHS recruitment initiative for FY 2009 includes a significant role for Diversity Officers in identifying minority candidates who can move into senior level positions. This strategy will be coupled with communication between Diversity Officers, Agency Heads, and senior management at the Secretariat level to create pathways of opportunity for these candidates.

Below is statistical information which outlines the Secretariat's hiring activities for the past year.

At the end of the fourth quarter in FY 2008, the Secretariat had a total work force of 24,409 employees. Of this number, 8,190 are male and 16,219 are female. In percentage terms, 33.55% are male, while 66.45% are female.

Within EOHHS, minority employees number 7,218 or

29.57% of the total workforce. 232 (3.2%) of the minority employees are managers and 8.37% of all white employees are managers. There are 1,670 managers in EHS: 714 males and 956 females. In percentage terms, managers are 42.77% male and 57.23% female. Among male managers, 624 are white, and 90 (12.6%) are minority. Among female managers, 814 are white and 142 (14.9%) are minority. The 232 minority managers comprise 13.9% of the total management work force.

Within the Secretariat, there are 284 Vietnam Era Veterans (VEV). In percentage terms, this is 1.16% of the total workforce, a figure which falls short of the 5% federal parity benchmark. VEV's are nearing retirement age and are not aggressively seeking employment with the Commonwealth. 699 employees are self-identified as persons with disabilities, which is 2.86% in percentage terms.

In the fourth quarter, there were 626 new hires: 219 males and 407 females. Of this total, 150 (23.96%) were minority. Most of the new hires occurred in the Professional Category. There were 449 terminations; 388 voluntary and 61 involuntary. 130 (28.96%) of the terminations were minorities and most terminations occurred in the Non-Sworn Protective Service job category.

There were 320 transfers. 296 (92.5%) of these were interdepartmental.

There were 187 promotions and 11 demotions. The vast majority of the promotions occurred in the Professional, Non-Sworn Protective Service, and Management categories, and the demotions occurred within the Professional, Non-Sworn Protective Service and Service Maintenance categories.

This EOHHS data compares favorably to the 2000 workforce availability or parity statistics for women and minorities but unfavorably for persons with disabilities and Vietnam Era Veterans. The below parity percentage for Vietnam Era Veterans could be due to the retirement factor and the fact that Vietnam Era Veterans are not aggressively seeking employment. When reviewing the parity percentage for persons with disabilities, it should be noted that although the number of self-identified employees has increased over the past year, the low number and percentage can be attributed to the employees' choice to not self-identify as having a disability.

Benchmarks (parity) for Commonwealth are:

Women: 48.20%

Minorities: 10.40%

Veterans: 5.00%

Persons with Disabilities: 12.00%

Please direct any questions about this report to Dean Denniston, EOHHS Civil Rights Director at: 617-348-5295 or [Dean.Denniston@state.ma.us](mailto:Dean.Denniston@state.ma.us).

## 45 - HEALTH & HUMAN SERVICES - Secretariat Workforce Summary By Department

Report run for Pay Period Ending 6/21/2008

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Department	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
COMMISSION FOR THE DEAF AND HA	61	9	14.8	7	11.5	0	0.	2	3.3	0	0.	0	0.	0	0.	52	85.2	46	75.4	4	6.6	1	1.6	0	0.	1	1.6	0	0.	8	13.1
DEPARTMENT OF ELDER AFFAIRS	65	23	35.4	21	32.3	2	3.1	0	0.	0	0.	0	0.	0	0.	42	64.6	35	53.8	4	6.2	1	1.5	2	3.1	0	0.	0	0.	9	13.8
DEPARTMENT OF MENTAL HEALTH	3964	1634	41.2	1150	29.	361	9.1	74	1.9	42	1.1	7	0.2	0	0.	2330	58.8	1816	45.8	387	9.8	71	1.8	52	1.3	4	0.1	0	0.	998	25.2
DEPARTMENT OF MENTAL RETARDATI	7559	2541	33.6	1553	20.5	852	11.3	103	1.4	31	0.4	2	0.	0	0.	5018	66.4	3524	46.6	1275	16.9	141	1.9	68	0.9	10	0.1	0	0.	2482	32.8
DEPARTMENT OF PUBLIC HEALTH	3379	1031	30.5	757	22.4	164	4.9	47	1.4	62	1.8	1	0.	0	0.	2348	69.5	1600	47.4	490	14.5	96	2.8	156	4.6	6	0.2	0	0.	1022	30.2
DEPARTMENT OF TRANSITIONAL ASS	1640	428	26.1	312	19.	36	2.2	41	2.5	37	2.3	2	0.1	0	0.	1212	73.9	799	48.7	202	12.3	168	10.2	42	2.6	1	0.1	0	0.	529	32.3
DEPARTMENT OF VETERANS SERVICE	47	30	63.8	26	55.3	2	4.3	2	4.3	0	0.	0	0.	0	0.	17	36.2	10	21.3	6	12.8	1	2.1	0	0.	0	0.	0	0.	11	23.4
DEPARTMENT OF YOUTH SERVICES	893	635	71.1	375	42.	175	19.6	81	9.1	2	0.2	2	0.2	0	0.	258	28.9	176	19.7	49	5.5	28	3.1	4	0.4	1	0.1	0	0.	342	38.3
DEPT OF CHILDREN & FAMILIES	3573	775	21.7	575	16.1	100	2.8	72	2.	27	0.8	1	0.	0	0.	2798	78.3	1998	55.9	386	10.8	360	10.1	47	1.3	7	0.2	0	0.	1000	28.
EXECUTIVE OFFICE OF HEALTH and	1312	388	29.6	312	23.8	51	3.9	10	0.8	14	1.1	1	0.1	0	0.	924	70.4	680	51.8	161	12.3	51	3.9	30	2.3	2	0.2	0	0.	320	24.4
HEALTH CARE FINANCE & POLICY	104	41	39.4	31	29.8	2	1.9	1	1.	7	6.7	0	0.	0	0.	63	60.6	37	35.6	10	9.6	2	1.9	14	13.5	0	0.	0	0.	36	34.6
MASS COMMISSION FOR THE BLIND	196	78	39.8	64	32.7	9	4.6	1	0.5	4	2.	0	0.	0	0.	118	60.2	97	49.5	12	6.1	4	2.	5	2.6	0	0.	0	0.	35	17.9
MASS REHABILITATION COMMISSION	785	240	30.6	197	25.1	24	3.1	13	1.7	6	0.8	0	0.	0	0.	545	69.4	409	52.1	70	8.9	38	4.8	27	3.4	1	0.1	0	0.	179	22.8
OFFICE FOR REFUGEES and IMMIGR	19	2	10.5	1	5.3	0	0.	1	5.3	0	0.	0	0.	0	0.	17	89.5	11	57.9	3	15.8	1	5.3	2	10.5	0	0.	0	0.	7	36.8
SOLDIERS' HOME in HOLYOKE	380	108	28.4	87	22.9	9	2.4	11	2.9	1	0.3	0	0.	0	0.	272	71.6	201	52.9	26	6.8	43	11.3	2	0.5	0	0.	0	0.	92	24.2
SOLDIERS' HOME in MASSACHUSETT	432	156	36.1	108	25.	15	3.5	29	6.7	4	0.9	0	0.	0	0.	276	63.9	173	40.	50	11.6	45	10.4	8	1.9	0	0.	0	0.	151	35.
<b>TOTALS:</b>	<b>24409</b>	<b>8119</b>	<b>33.3</b>	<b>5576</b>	<b>22.8</b>	<b>1802</b>	<b>7.4</b>	<b>488</b>	<b>2.</b>	<b>237</b>	<b>1.</b>	<b>16</b>	<b>0.1</b>	<b>0</b>	<b>0.</b>	<b>16290</b>	<b>66.7</b>	<b>11612</b>	<b>47.6</b>	<b>3135</b>	<b>12.8</b>	<b>1051</b>	<b>4.3</b>	<b>459</b>	<b>1.9</b>	<b>33</b>	<b>0.1</b>	<b>0</b>	<b>0.</b>	<b>7221</b>	<b>29.6</b>

## 45 - HEALTH & HUMAN SERVICES - Secretariat Workforce Summary Report

Report run for Pay Period Ending 6/21/2008

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	1670	711	42.6	621	37.2	58	3.5	19	1.1	12	0.7	1	0.1	0	0.	959	57.4	817	48.9	97	5.8	30	1.8	15	0.9	0	0.	0	0.	232	13.9
Professionals	11755	3287	28.	2570	21.9	375	3.2	190	1.6	147	1.3	5	0.	0	0.	8468	72.	6428	54.7	1081	9.2	628	5.3	310	2.6	21	0.2	0	0.	2757	23.5
Technicians	1341	344	25.7	284	21.2	43	3.2	11	0.8	6	0.4	0	0.	0	0.	997	74.3	805	60.	135	10.1	44	3.3	12	0.9	1	0.1	0	0.	252	18.8
Protective Service:Sworn	181	154	85.1	122	67.4	24	13.3	7	3.9	1	0.6	0	0.	0	0.	27	14.9	18	9.9	6	3.3	3	1.7	0	0.	0	0.	0	0.	41	22.7
Protective Service:Non-Sworn	6526	2558	39.2	1180	18.1	1157	17.7	174	2.7	43	0.7	4	0.1	0	0.	3968	60.8	2200	33.7	1500	23.	197	3.	65	1.	6	0.1	0	0.	3146	48.2
Office/Clerical	1624	152	9.4	103	6.3	28	1.7	14	0.9	6	0.4	1	0.1	0	0.	1472	90.6	1058	65.1	262	16.1	106	6.5	42	2.6	4	0.2	0	0.	463	28.5
Skilled Craft	481	437	90.9	375	78.	33	6.9	18	3.7	7	1.5	4	0.8	0	0.	44	9.1	33	6.9	7	1.5	2	0.4	2	0.4	0	0.	0	0.	73	15.2
Service Maintenance	770	454	59.	304	39.5	81	10.5	54	7.	14	1.8	1	0.1	0	0.	316	41.	218	28.3	44	5.7	40	5.2	13	1.7	1	0.1	0	0.	248	32.2
No EEO-4 Reporting	61	22	36.1	17	27.9	3	4.9	1	1.6	1	1.6	0	0.	0	0.	39	63.9	35	57.4	3	4.9	1	1.6	0	0.	0	0.	0	0.	9	14.8
<b>TOTALS:</b>	<b>24409</b>	<b>8119</b>	<b>33.3</b>	<b>5576</b>	<b>22.8</b>	<b>1802</b>	<b>7.4</b>	<b>488</b>	<b>2.</b>	<b>237</b>	<b>1.</b>	<b>16</b>	<b>0.1</b>	<b>0</b>	<b>0.</b>	<b>16290</b>	<b>66.7</b>	<b>11612</b>	<b>47.6</b>	<b>3135</b>	<b>12.8</b>	<b>1051</b>	<b>4.3</b>	<b>459</b>	<b>1.9</b>	<b>33</b>	<b>0.1</b>	<b>0</b>	<b>0.</b>	<b>7221</b>	<b>29.6</b>

## 45 - HEALTH & HUMAN SERVICES - Secretariat New Hires Analysis

Report run for 3/30/2008 - 6/21/2008

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	26	9	34.6	8	30.8	0	0.	0	0.	1	3.8	0	0.	0	0.	17	65.4	15	57.7	1	3.8	0	0.	1	3.8	0	0.	0	0.	3	11.5
Professionals	238	53	22.3	39	16.4	5	2.1	6	2.5	2	0.8	1	0.4	0	0.	185	77.7	124	52.1	31	13.	23	9.7	7	2.9	0	0.	0	0.	75	31.5
Technicians	22	10	45.5	8	36.4	2	9.1	0	0.	0	0.	0	0.	0	0.	12	54.5	10	45.5	1	4.5	1	4.5	0	0.	0	0.	0	0.	4	18.2
Protective Service:Sworn	12	11	91.7	7	58.3	3	25.	1	8.3	0	0.	0	0.	0	0.	1	8.3	1	8.3	0	0.	0	0.	0	0.	0	0.	0	0.	4	33.3
Protective Service:Non-Sworn	187	69	36.9	26	13.9	39	20.9	3	1.6	1	0.5	0	0.	0	0.	118	63.1	53	28.3	54	28.9	10	5.3	1	0.5	0	0.	0	0.	108	57.8
Office/Clerical	34	6	17.6	5	14.7	1	2.9	0	0.	0	0.	0	0.	0	0.	28	82.4	22	64.7	4	11.8	1	2.9	1	2.9	0	0.	0	0.	7	20.6
Skilled Craft	8	7	87.5	6	75.	1	12.5	0	0.	0	0.	0	0.	0	0.	1	12.5	1	12.5	0	0.	0	0.	0	0.	0	0.	0	0.	1	12.5
Service Maintenance	29	17	58.6	12	41.4	3	10.3	2	6.9	0	0.	0	0.	0	0.	12	41.4	11	37.9	0	0.	1	3.4	0	0.	0	0.	0	0.	6	20.7
No EEO-4 Reporting	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
<b>TOTALS:</b>	<b>557</b>	<b>182</b>	<b>32.7</b>	<b>111</b>	<b>19.9</b>	<b>54</b>	<b>9.7</b>	<b>12</b>	<b>2.2</b>	<b>4</b>	<b>0.7</b>	<b>1</b>	<b>0.2</b>	<b>0</b>	<b>0.</b>	<b>375</b>	<b>67.3</b>	<b>238</b>	<b>42.7</b>	<b>91</b>	<b>16.3</b>	<b>36</b>	<b>6.5</b>	<b>10</b>	<b>1.8</b>	<b>0</b>	<b>0.</b>	<b>0</b>	<b>0.</b>	<b>208</b>	<b>37.3</b>

## 45 - HEALTH & HUMAN SERVICES - Secretariat Terminations Analysis

Report run for 3/30/2008 - 6/21/2008

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EE04 Category	Grand Total	** MALES **													** FEMALES **													Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	

### Voluntary Terminations

Officials and Administrators	21	9	42.9	9	42.9	0	0.	0	0.	0	0.	0	0.	0	0.	12	57.1	9	42.9	2	9.5	1	4.8	0	0.	0	0.	0	0.	3	14.3
Professionals	164	35	21.3	24	14.6	9	5.5	1	0.6	1	0.6	0	0.	0	0.	129	78.7	105	64.	12	7.3	7	4.3	4	2.4	1	0.6	0	0.	35	21.3
Technicians	25	8	32.	6	24.	2	8.	0	0.	0	0.	0	0.	0	0.	17	68.	16	64.	0	0.	0	0.	1	4.	0	0.	0	0.	3	12.
Protective Service:Sworn	2	2	100.	1	50.	0	0.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.
Protective Service:Non-Sworn	148	56	37.8	30	20.3	21	14.2	3	2.	2	1.4	0	0.	0	0.	92	62.2	66	44.6	18	12.2	6	4.1	2	1.4	0	0.	0	0.	52	35.1
Office/Clerical	16	1	6.3	0	0.	1	6.3	0	0.	0	0.	0	0.	0	0.	15	93.8	10	62.5	4	25.	1	6.3	0	0.	0	0.	0	0.	6	37.5
Skilled Craft	5	4	80.	4	80.	0	0.	0	0.	0	0.	0	0.	0	0.	1	20.	1	20.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Service Maintenance	13	9	69.2	7	53.8	1	7.7	1	7.7	0	0.	0	0.	0	0.	4	30.8	3	23.1	0	0.	1	7.7	0	0.	0	0.	0	0.	3	23.1
<b>TOTALS:</b>	394	124	31.5	81	20.6	34	8.6	6	1.5	3	0.8	0	0.	0	0.	270	68.5	210	53.3	36	9.1	16	4.1	7	1.8	1	0.3	0	0.	103	26.1

### Involuntary Terminations

Officials and Administrators	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	0	0.	1	100.	0	0.	0	0.	0	0.	0	0.	1	100.
Professionals	12	4	33.3	2	16.7	1	8.3	1	8.3	0	0.	0	0.	0	0.	8	66.7	3	25.	3	25.	1	8.3	1	8.3	0	0.	0	0.	7	58.3
Technicians	3	2	66.7	2	66.7	0	0.	0	0.	0	0.	0	0.	0	0.	1	33.3	1	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Protective Service:Sworn	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Protective Service:Non-Sworn	38	16	42.1	7	18.4	8	21.1	1	2.6	0	0.	0	0.	0	0.	22	57.9	13	34.2	8	21.1	1	2.6	0	0.	0	0.	0	0.	18	47.4
Office/Clerical	5	2	40.	2	40.	0	0.	0	0.	0	0.	0	0.	0	0.	3	60.	1	20.	1	20.	1	20.	0	0.	0	0.	0	0.	2	40.
Service Maintenance	1	1	100.	0	0.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.
<b>TOTALS:</b>	61	26	42.6	14	23.	10	16.4	2	3.3	0	0.	0	0.	0	0.	35	57.4	18	29.5	13	21.3	3	4.9	1	1.6	0	0.	0	0.	29	47.5

# EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT



**SECRETARY DANIEL O'CONNELL**

## EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT (EOHED)

### Secretariat Overview

The mission of the Executive Office of Housing and Economic Development is the creation of homes and jobs in the Commonwealth. We accomplish this by aligning the state's housing and economic development agencies to better coordinate policies and programs that ensures Massachusetts will maintains its global competitive edge. To that end, EOHED coordinates policies and programs across the Department of Business and Technology, the Office of Consumer Affairs and Business Regulations, and the Department of Housing and Community Development. EOHED works to enhance the quality of life of Massachusetts residents by expanding affordable housing opportunities and stimulating job growth in all regions of the Commonwealth. EOHED strives to create a positive climate for both commercial and residential development, while at the same time promoting principles of smart growth. Additionally, EOHED seeks to protect consumers through a reasonable regulatory approach to critical business areas such as banking, insurance, and telecommunications.

### Workforce Analysis

The year to year statistics detailed below show a comparison of the entire EOHED secretariat workforce. While the total workforce has increased, it should be noted that the increases for minority males and minority females has increased significantly more than other categories.

	FY2007		FY2008		Variance	
	#	%	#	%	#	%
Total Workforce	762		818		56	7.35%
Males	383	50.26%	408	49.88%	25	6.53%
Non-Minority	333	43.70%	342	41.81%	9	2.70%
Minority	50	6.56%	66	8.07%	16	32.00%
Females	379	49.74%	410	50.12%	31	8.18%
Non-Minority	278	36.48%	296	36.19%	18	6.47%
Minority	101	13.25%	114	13.94%	13	12.87%

**Retention:** Many agencies under EOHED have had historically minimal turnover. Furthermore, with the current economic situation, we expect turnover rates to be lower than usual. However, EOHED agencies maintain policies to offer staff incentives such as approved flex time when appropriate and professional development training to ensure a level of job satisfaction among employees.

**Promotion:** EOHED believes in recognizing and rewarding exceptional staff.

**Hiring:** Smaller agencies have very few if any vacancies; and some agencies have additional vacancies due to increased budgets for new or priority initiatives. For those larger agencies with mandates that require them to hire large blocks of employees, there has been an aggressive recruiting effort. Specifically, job fairs and career fairs (through local universities or through community organizations) offer excellent opportunities to

recruit qualified candidates. “Help Wanted” ads in local newspapers continue to be used but are often expensive. Agencies have taken advantage of minority newspapers and of internet sites for their job postings with often positive results. EOHED encourages its agencies to conduct informational interviews. While these interviews don’t always lead to job offers, they do give the interviewees opportunities to network with human resources professionals and to learn more about the state’s process for hiring staff.

**Terminations:** Exit interviews are conducted for all terminated employees where they are given information on how to separate from service. EOHED Human Resources staff recognize that it is important to capture reasons why staff may want to leave, so they are working on procedures to improve the exit interview process.

**Highlights:** The EOHED secretariat has consistently been above benchmarks for minorities and females. As with other state agencies, we have struggled in our attempts to hire VEVs and persons with disabilities. However, secretariat HR staff are working to expand our recruitment efforts in these two categories. We are also working to improve our self-identification process.

### **Secretariat Moving Forward**

EOHED and its agencies work very hard to maintain an atmosphere that is welcoming to peoples of various cultures, races, ages, and orientations. The secretariat as a whole has exceeded the statewide benchmark for minorities and

women for the past four fiscal years. Senior management has made an effort to promote diversity throughout the secretariat’s workforce so that the next year is better than the year before.



## 92 - EXEC OFF OF ECONOMIC DEVELOP - Secretariat Workforce Summary By Department

Report run for Pay Period Ending 6/21/2008

Report Generated 12/1/2008 3:22:32 PM

Department	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
DEPARTMENT OF BUSINESS and TEC	73	38	52.1	27	37.	6	8.2	3	4.1	0	0.	0	0.	2	2.7	35	47.9	21	28.8	9	12.3	3	4.1	2	2.7	0	0.	0	0.	23	31.5
DEPT OF HOUSING AND COMMUNITY	216	96	44.4	73	33.8	11	5.1	3	1.4	7	3.2	1	0.5	1	0.5	120	55.6	86	39.8	15	6.9	7	3.2	7	3.2	2	0.9	3	1.4	53	24.5
DEPT of TELECOMM & CABLE	28	11	39.3	6	21.4	2	7.1	0	0.	2	7.1	1	3.6	0	0.	17	60.7	10	35.7	5	17.9	0	0.	2	7.1	0	0.	0	0.	12	42.9
DIVISION OF BANKS	166	90	54.2	77	46.4	9	5.4	1	0.6	2	1.2	1	0.6	0	0.	76	45.8	59	35.5	7	4.2	4	2.4	6	3.6	0	0.	0	0.	30	18.1
DIVISION OF INSURANCE	135	76	56.3	67	49.6	6	4.4	1	0.7	2	1.5	0	0.	0	0.	59	43.7	43	31.9	9	6.7	2	1.5	5	3.7	0	0.	0	0.	25	18.5
DIVISION OF PROFESSIONAL LICEN	110	43	39.1	41	37.3	1	0.9	0	0.	1	0.9	0	0.	0	0.	67	60.9	45	40.9	15	13.6	5	4.5	2	1.8	0	0.	0	0.	24	21.8
DIVISION OF STANDARDS	17	14	82.4	13	76.5	0	0.	0	0.	1	5.9	0	0.	0	0.	3	17.6	3	17.6	0	0.	0	0.	0	0.	0	0.	0	0.	1	5.9
EXECUTIVE OFFICE OF ECONOMIC D	17	8	47.1	4	23.5	2	11.8	0	0.	1	5.9	0	0.	1	5.9	9	52.9	6	35.3	2	11.8	0	0.	1	5.9	0	0.	0	0.	6	35.3
OFFICE OF CONSUMER AFFAIRS AND	26	10	38.5	8	30.8	2	7.7	0	0.	0	0.	0	0.	0	0.	16	61.5	10	38.5	4	15.4	0	0.	2	7.7	0	0.	0	0.	8	30.8
STATE RACING COMMISSION	30	21	70.	19	63.3	0	0.	0	0.	1	3.3	0	0.	1	3.3	9	30.	7	23.3	0	0.	0	0.	2	6.7	0	0.	0	0.	3	10.
<b>TOTALS:</b>	<b>818</b>	<b>407</b>	<b>49.8</b>	<b>335</b>	<b>41.</b>	<b>39</b>	<b>4.8</b>	<b>8</b>	<b>1.</b>	<b>17</b>	<b>2.1</b>	<b>3</b>	<b>0.4</b>	<b>5</b>	<b>0.6</b>	<b>411</b>	<b>50.2</b>	<b>290</b>	<b>35.5</b>	<b>66</b>	<b>8.1</b>	<b>21</b>	<b>2.6</b>	<b>29</b>	<b>3.5</b>	<b>2</b>	<b>0.2</b>	<b>3</b>	<b>0.4</b>	<b>185</b>	<b>22.6</b>

## 92 - EXEC OFF OF ECONOMIC DEVELOP - Secretariat Workforce Summary Report

Report run for Pay Period Ending 6/21/2008

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EE04 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	246	130	52.8	103	41.9	15	6.1	2	0.8	4	1.6	1	0.4	5	2.	116	47.2	86	35.	20	8.1	3	1.2	5	2.	1	0.4	1	0.4	51	20.7
Professionals	480	253	52.7	214	44.6	23	4.8	3	0.6	11	2.3	2	0.4	0	0.	227	47.3	165	34.4	27	5.6	11	2.3	22	4.6	0	0.	2	0.4	99	20.6
Technicians	6	5	83.3	5	83.3	0	0.	0	0.	0	0.	0	0.	0	0.	1	16.7	1	16.7	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Office/Clerical	86	19	22.1	13	15.1	1	1.2	3	3.5	2	2.3	0	0.	0	0.	67	77.9	38	44.2	19	22.1	7	8.1	2	2.3	1	1.2	0	0.	35	40.7
<b>TOTALS:</b>	<b>818</b>	<b>407</b>	<b>49.8</b>	<b>335</b>	<b>41.</b>	<b>39</b>	<b>4.8</b>	<b>8</b>	<b>1.</b>	<b>17</b>	<b>2.1</b>	<b>3</b>	<b>0.4</b>	<b>5</b>	<b>0.6</b>	<b>411</b>	<b>50.2</b>	<b>290</b>	<b>35.5</b>	<b>66</b>	<b>8.1</b>	<b>21</b>	<b>2.6</b>	<b>29</b>	<b>3.5</b>	<b>2</b>	<b>0.2</b>	<b>3</b>	<b>0.4</b>	<b>185</b>	<b>22.6</b>

## 92 - EXEC OFF OF ECONOMIC DEVELOP - Secretariat New Hires Analysis

Report run for 3/30/2008 - 6/21/2008

Report Generated 12/1/2008 3:29:22 PM

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	10	5	50.	2	20.	2	20.	0	0.	1	10.	0	0.	0	0.	5	50.	4	40.	1	10.	0	0.	0	0.	0	0.	0	0.	4	40.
Professionals	12	4	33.3	3	25.	0	0.	0	0.	1	8.3	0	0.	0	0.	8	66.7	7	58.3	0	0.	0	0.	1	8.3	0	0.	0	0.	2	16.7
Office/Clerical	3	2	66.7	2	66.7	0	0.	0	0.	0	0.	0	0.	0	0.	1	33.3	1	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
<b>TOTALS:</b>	25	11	44.	7	28.	2	8.	0	0.	2	8.	0	0.	0	0.	14	56.	12	48.	1	4.	0	0.	1	4.	0	0.	0	0.	6	24.

## 92 - EXEC OFF OF ECONOMIC DEVELOP - Secretariat Terminations Analysis

Report run for 3/30/2008 - 6/21/2008

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Voluntary Terminations																															
Officials and Administrators	5	2	40.	0	0.	0	0.	2	40.	0	0.	0	0.	0	0.	3	60.	2	40.	0	0.	0	0.	1	20.	0	0.	0	0.	3	60.
Professionals	2	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
TOTALS:	7	3	42.9	1	14.3	0	0.	2	28.6	0	0.	0	0.	0	0.	4	57.1	3	42.9	0	0.	0	0.	1	14.3	0	0.	0	0.	3	42.9

# EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT



SECRETARY SUZANNE M. BUMP

## **Executive Office of Labor and Workforce Development – Annual Report Narrative**

### **INTRODUCTION**

#### *Mission Statement*

The Executive Office of Labor and Workforce Development's (EOLWD) mission is to enhance the quality, diversity and stability of the Commonwealth's workforce by making available new opportunities and training, protecting the rights of workers, preventing workplace injuries and illnesses, ensuring that businesses are informed of all employment laws impacting them and their employees, providing temporary assistance when employment is interrupted, promoting labor-management partnerships, providing temporary assistance to individuals whose employment is interrupted, and ensuring equal access to economic self-sufficiency and opportunity for all citizens of the Commonwealth.

### **OVERVIEW OF SECRETARIAT AND AGENCY RELATIONSHIPS**

In April 2007, Governor Deval Patrick's Article 87 reorganization of the executive branch of state government established an Executive Office of Labor and Workforce Development, under the leadership of Secretary Suzanne M. Bump. EOLWD combined the Department of Labor (and its agencies) and the Department of Workforce Development (and its agencies).

#### *Executive Office of Labor and Workforce Development*

- Office of the Secretary
- Commonwealth Corporation (Quasi Public Agency)
- Department of Labor
  - Division of Occupational Safety
  - Department of Industrial Accidents
  - Division of Labor Relations

*The Division of Labor Relations is comprised of the Board of Conciliation & Arbitration, Joint Labor Management Committee and Labor Relations Commission. These agencies are housed within, but not subject to the authority of, the Department of Labor.*

- Department of Workforce Development
  - Division of Apprentice Training
  - Division of Career Services
  - Division of Unemployment Assistance

### **WORKFORCE ANALYSIS**

EOLWD currently consists of 1550 employees at its agencies. 59.94% are female, 25.42 % are minorities, 5.03% are Vietnam Era Veterans and 7.10% have self-identified a disability. During the past fiscal year, a significant percentage of the voluntary resignations and involuntary terminations of employees were due to decreasing revenue from the federal government at the Department of Workforce Development and retirement. Despite the necessary reductions in force, during the past

fiscal year at DWD, 27.5% of all new hires were minority while 47.5% were female. And, 37.5% of promoted employees were minority and 56.25% were female. During this past fiscal year, EOLWD continued its outreach and recruitment efforts (with a focus on the continued diversity of management at its agencies) by attending several career fairs and meeting with several community and professional associations and organizations. As a result of these efforts, EOLWD has continued to increase the overall representation of minority and women Officials and Administrators to 15.7% and 46.9% respectively. While these numbers reflect an improvement in hiring in the managerial category, EOLWD remains committed to the recruitment and hiring of more minority managers at its agencies. EOLWD is also scheduled to participate in the Women-for-Hire Career Fair, the NAACP Executive Career Fair, El Mundo and The Latino Professional Network Career Fair, the Commonwealth Career Expo and the Work-and-Serve Career Fair at Bridgewater State, to name a few, this fiscal year.

## **SECRETARIAT MOVING FORWARD**

The goals of the Secretariat are to retain, promote, and hire a diverse workforce and EOLWD remains fully committed to affirmative action, equal opportunity and diversity and looks forward to its continued collaboration with the Office of Diversity and Equal Opportunity to advance the Patrick Administration's goals in this area. Pursuant to Governor Deval Patrick's Executive Order 478, non-discrimination, diversity, and equal opportunity shall be the policy of the

Executive Office of Labor and Workforce Development in all aspects of employment, programs, services, activities, and decisions. Building a diverse workforce is a key strategic priority for all levels of the organization. Fostering and encouraging workplace diversity will come from all leadership levels of the EOLWD organization. The Secretariat's Diversity Director will continue to meet with employees and management at EOLWD's agencies in order to identify new strategies to diversify the Secretariat and to increase employee's awareness of the professional development opportunities that are available so that they can advance their career.

## 93 - EXEC OFF OF LABOR & WF DEV - Secretariat Workforce Summary By Department

Report run for Pay Period Ending 6/21/2008

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Department	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
DEPARTMENT OF INDUSTRIAL ACCID	270	102	37.8	81	30.	15	5.6	5	1.9	1	0.4	0	0.	0	0.	168	62.2	120	44.4	34	12.6	8	3.	5	1.9	1	0.4	0	0.	69	25.6
DEPARTMENT OF LABOR	56	26	46.4	24	42.9	1	1.8	0	0.	1	1.8	0	0.	0	0.	30	53.6	26	46.4	1	1.8	2	3.6	1	1.8	0	0.	0	0.	6	10.7
DEPT OF WORKFORCE DEVELOPMENT	1178	472	40.1	369	31.3	57	4.8	19	1.6	26	2.2	1	0.1	0	0.	706	59.9	494	41.9	97	8.2	72	6.1	42	3.6	1	0.1	0	0.	315	26.7
Division of Labor Relations	27	11	40.7	11	40.7	0	0.	0	0.	0	0.	0	0.	0	0.	16	59.3	15	55.6	1	3.7	0	0.	0	0.	0	0.	0	0.	1	3.7
EXECUTIVE OFFICE of LABOR	19	7	36.8	6	31.6	1	5.3	0	0.	0	0.	0	0.	0	0.	12	63.2	10	52.6	1	5.3	1	5.3	0	0.	0	0.	0	0.	3	15.8
<b>TOTALS:</b>	1550	618	39.9	491	31.7	74	4.8	24	1.5	28	1.8	1	0.1	0	0.	932	60.1	665	42.9	134	8.6	83	5.4	48	3.1	2	0.1	0	0.	394	25.4

## 93 - EXEC OFF OF LABOR & WF DEV - Secretariat Workforce Summary Report

Report run for Pay Period Ending 6/21/2008

Report Generated 12/1/2008 3:38:51 PM

EE04 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	254	135	53.1	118	46.5	12	4.7	3	1.2	2	0.8	0	0.	0	0.	119	46.9	96	37.8	18	7.1	2	0.8	3	1.2	0	0.	0	0.	40	15.7
Professionals	1041	414	39.8	325	31.2	46	4.4	19	1.8	23	2.2	1	0.1	0	0.	627	60.2	445	42.7	73	7.	72	6.9	36	3.5	1	0.1	0	0.	271	26.
Technicians	43	28	65.1	20	46.5	5	11.6	1	2.3	2	4.7	0	0.	0	0.	15	34.9	11	25.6	1	2.3	2	4.7	1	2.3	0	0.	0	0.	12	27.9
Office/Clerical	205	35	17.1	22	10.7	11	5.4	1	0.5	1	0.5	0	0.	0	0.	170	82.9	112	54.6	42	20.5	7	3.4	8	3.9	1	0.5	0	0.	71	34.6
Skilled Craft	4	4	100.	4	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Service Maintenance	3	2	66.7	2	66.7	0	0.	0	0.	0	0.	0	0.	0	0.	1	33.3	1	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
<b>TOTALS:</b>	1550	618	39.9	491	31.7	74	4.8	24	1.5	28	1.8	1	0.1	0	0.	932	60.1	665	42.9	134	8.6	83	5.4	48	3.1	2	0.1	0	0.	394	25.4

## 93 - EXEC OFF OF LABOR & WF DEV - Secretariat New Hires Analysis

Report run for 3/30/2008 - 6/21/2008

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Professionals	10	6	60.	5	50.	1	10.	0	0.	0	0.	0	0.	0	0.	4	40.	4	40.	0	0.	0	0.	0	0.	0	0.	0	0.	1	10.
Office/Clerical	2	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	2	100.	2	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Service Maintenance	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
<b>TOTALS:</b>	13	6	46.2	5	38.5	1	7.7	0	0.	0	0.	0	0.	0	0.	7	53.8	7	53.8	0	0.	0	0.	0	0.	0	0.	0	0.	1	7.7

## 93 - EXEC OFF OF LABOR & WF DEV - Secretariat Terminations Analysis

Report run for 3/30/2008 - 6/21/2008

Report Generated 12/1/2008 3:45:42 PM

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Voluntary Terminations																															
Officials and Administrators	8	5	62.5	5	62.5	0	0.	0	0.	0	0.	0	0.	0	0.	3	37.5	3	37.5	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Professionals	19	9	47.4	7	36.8	0	0.	1	5.3	1	5.3	0	0.	0	0.	10	52.6	6	31.6	0	0.	4	21.1	0	0.	0	0.	0	0.	6	31.6
Office/Clerical	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
TOTALS:	28	14	50.	12	42.9	0	0.	1	3.6	1	3.6	0	0.	0	0.	14	50.	10	35.7	0	0.	4	14.3	0	0.	0	0.	0	0.	6	21.4
Involuntary Terminations																															
Officials and Administrators	11	5	45.5	4	36.4	1	9.1	0	0.	0	0.	0	0.	0	0.	6	54.5	5	45.5	1	9.1	0	0.	0	0.	0	0.	0	0.	2	18.2
Professionals	6	3	50.	2	33.3	1	16.7	0	0.	0	0.	0	0.	0	0.	3	50.	3	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	16.7
TOTALS:	17	8	47.1	6	35.3	2	11.8	0	0.	0	0.	0	0.	0	0.	9	52.9	8	47.1	1	5.9	0	0.	0	0.	0	0.	0	0.	3	17.6

# EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY



**SECRETARY KEVIN M. BURKE**



## **EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY**

### **Secretariat Annual Report**

**August 22, 2008**

The Executive Office of Public Safety and Security (EOPSS) is responsible for the protection of the Commonwealth and its citizens from injury to person or property arising from criminal acts, negligence, natural disasters, civil disturbances and terrorism. EOPSS is charged with acting to prevent such acts or events from occurring, and with aiding and cooperating with local and federal agencies in similar activities. The Secretary of Public Safety, by statutory authority, leads the Executive Office of Public Safety and Security which is comprised of fourteen agencies which are overseen by four Undersecretaries: the Undersecretary of Homeland Security, the Undersecretary of Law Enforcement and Fire Services, the Undersecretary of Criminal Justice, and the Undersecretary of Forensic Sciences.

These four public safety Undersecretaries oversee twelve separate agencies including the Criminal History Systems Board (CHSB); the Department of Correction (DOC); the Department of Fire Services (DFS); the Department of Public Safety (DPS); the Department of State Police (POL); the Massachusetts Emergency Management Agency (MEMA); the Massachusetts National Guard (MIL); the Municipal Police Training Council (CJT); the Merit Rating Board (MRB); the Office of the Chief Medical Examiner (OCME); the Parole Board (PAR); and the Sex Offender Registry (SORB). In addition, there are two agencies which operate within EOPSS, the Office of Grants and Research (OGR) and the Statewide Emergency Telecommunications Board (SETB).

In FY07 a new Secretary of Public Safety was appointed, due to this change in leadership in FY08 EOPSS was able to increase diversity thru out the Secretariat. The vast majority of the

Secretariat's workforce (Department of State Police and the Department of Correction) has a broad challenging mission and is dictated to service the citizen of the Commonwealth twenty-four hours a day, every of day of the year. The following paragraphs provide additional insights into both the challenges and successes experienced by EOPSS agencies, including the three largest:

### **The Department of State Police**

The Agency is a large agency within the Executive Office of Public Safety and Safety (EOPSS). The agency head maintains a dual reporting relationship with the Undersecretaries for Law Enforcement & Fire Services and Forensic Science & Technology. During FY2008, the Department managed an operating budget of approximately \$304 million and utilized a workforce of just over 3,000 FTEs to fulfill its mission as the principal law enforcement and forensic services provider for the Commonwealth. The Department of State Police (POL) is responsible for patrolling and enforcing the transportation and vehicle operation laws on all roadways and waterways under state control, conducting state investigations into all levels of criminal activity, providing security for the executive branch of state government, conducting data collection and scientific analysis of all evidence and artifacts related to state criminal investigations, responding to emergency calls for assistance via a statewide network of public safety answering points, and serving as the primary law enforcement entity for the cities and towns of Massachusetts that do not employ a municipal police force or receive service from a regional law enforcement authority.

## **The Department of Correction**

The Department of Correction's (DOC) current workforce is 5185 with 19.48% Females, 12.17% Minorities, 1.47% Vietnam Era Veteran, and 0.08% Persons with Disabilities. DOC Office of Diversity action has had a busy and productive year with recruitment team being formed to present recruitment ideas to increase culture diversity within the Department. The committee's ideas were approved and the following was implemented. New posters and brochures with DOC employee photos on them have been printed and will be used for distribution at all job fairs and were also distributed at Boston City Hall where a recruitment presentation was given to the Office of Neighborhood Services.

As a result of this committee the agency will be placing radio ads, newspaper ads in media and using billboards ads in the community. We have extended recruitment efforts to include transit ads on the sides of buses on the MBTA, Worcester, Springfield and New Bedford/Fall River transportation systems are presently being displayed. A new recruitment phone line has been installed and has proven to be very busy. The number is "866-WRK-4DOC" and goes directly to the DOC's Division of Human Resources office during business hours.

To increase bilingual staff the unit has translated DOC vacancy announcements as well as Civil Service Examination Announcement into Spanish. During this time period the Office has processed 811 hiring packages out of which 89 minorities were hired. The Affirmative Action and Diversity Plans for 2007-2009 has been approved.

## **The Office of the Chief Medical Examiner**

The Office of the Chief Medical Examiner (OCME) is a state agency that interfaces with the law enforcement community, the judicial system, various state and public health entities and the

general public.

The agencies responsibilities are to perform autopsies to determine the cause and manner of death when it is unclear from circumstances such as; suspicious in nature; a threat to the health and safety of the general public; and at times to identify a decedent. Our mission is to continuously improve our services to the public, while making sure all employees and clients are treated with dignity and respect.

In FY08 OCME workforce increased with approximately five (5) positions. At the beginning of the fiscal year this agency experience another turnover in our Morgue Tech area, and decided in order to retain present employees we developed three specialty positions which allowed for job growth; and we took some of our new vacancies and reallocated them up two grades for present employees to apply and backfilled their positions with new hires. OCME is presently requesting an upgrade for Mortuary Technicians; this request is presently being reviewed by HRD.

## **The Massachusetts Emergency Management Agency**

The Massachusetts Emergency Management Agency (MEMA) is the state agency responsible for coordinating federal, state, local, voluntary and private resources during emergencies and disasters in the Commonwealth of Massachusetts. MEMA provides leadership to: develop plans for effective response to all hazards, disasters or threats; train emergency personnel to protect the public; provide information to the citizenry; and assist individuals, families, businesses and communities to mitigate against, prepare for, and respond to and recover from emergencies, both natural and man made.

### **The Military Division**

The Military Division (MIL) commands and controls the forces of the Massachusetts Army and Air National Guard. The MIL is a member of the Commonwealth's public safety team and provides forces to respond to a wide variety of domestic emergencies and homeland security/defense missions

### **Municipal Police Training Committee**

The mission of the Municipal Police Training Committee is to develop and deliver training, to set and enforce training standards, and to provide record keeping services regarding training to Municipal Police Departments statewide (Massachusetts General Laws, Chapter 41, Section 96B). These responsibilities are to be carried out in a way that ensures community oriented professionalism throughout the organization.

### **The Sex Offender Registry Board**

SORB is a criminal justice agency within the Executive Office of Public Safety and Security that is responsible for registering, classifying and providing community notification on certain convicted sex offenders who live, work or attends an institution of higher learning the Commonwealth of Massachusetts.

The size of the workforce has remained fairly consistent with minimal turnover. The composition of the workforce has changed in FY08 with the addition of minority and female staff.

The agency has established an atmosphere of commitment and dedication to the safety of the public.

### **Criminal History Systems Board**

The Criminal History Systems Board's (CHSB) mission is to interact with law enforcement and criminal justice agencies from

across the Commonwealth and nation and to provide a valuable service to the citizens of our state. It is imperative that our organization is prepared to provide these services with professionalism, respect and efficiency.

The agency experienced the appointment of a new Executive Director, Curtis M. Wood, within fiscal year 2008 and as a result, the agency is experiencing a period of adjustment and responding positively to a series of revised goals and objectives initiated by Mr. Wood. The agency experienced four (4) internal promotions within fiscal year 2008, one black female within the Professionals category and one white VEV within the Officials/Administrators category. All employees are offered career development opportunities through EPRS, ACES and throughout the fiscal year as funding allows.

### **The Department of Fire Services**

The Department of Fire Services (DFS) continues to strive to increase parity in numbers in all categories. There were 10 new hires in FY08, which added to our female, minority, person with disability, and Vietnam era veteran categories. DFS continues to exceed in the female category which is 58.46% compared to FY07 57.81% and to the Commonwealth's 48.20%. The minority category has remained the same 7.81% but the person with disability has increased to 1.54%. The agency will continue makes its best effort to increase the Vietnam era veteran category. Overall, DFS will continue to make an effort to maintain a diverse workforce and make recruitment and benchmark requirements a priority by encouraging internal employees to apply for current job openings within the agency, allowing employees to attend various training and workshop that are within the agency's current budget and advertising on various websites that are recommended by the Office of Diversity and Equal Opportunity (ODEO).

## **Department of Public Safety**

The Department of Public Safety (DPS) is a regulatory, licensing and inspection agency, charged with the oversight of numerous activities, businesses, and professions. Additionally, the DPS provides administrative and legal assistance to ten different boards and commissions. Our goal is to ensure the safety of the public and to instill confidence in the safety of each of the regulated disciplines. As an executive agency, the Department is managed by a Commissioner who is appointed by the Governor. The DPS reports directly to the secretary of the Executive Office of Public Safety.

The majority of the agency's workforce is employed in one of the three inspectional divisions: elevator, building and engineering. These disciplines and industries are traditionally populated by males. Although the Department has done outreach to increase the number of potential minority candidates, the vast majority of resumes for these positions continue to be white males. DPS is committed to prioritizing the issue of diversity at the Department of Public Safety with the goal of closing the gap between the Commonwealth's figures and that of the agency. We continue to actively seek a greater pool of diverse qualified candidates including keeping in close contact with the Department of Diversity and Equal Opportunity, community collaborations and outreach.

## **The Merit Rating Board**

The Merit Rating Board (MRB) is the state agency in charge of the administration of the Safe Driver Insurance Plan. Inseparable from that primary mission is the Board's function as the central repository for all motor vehicle traffic law violation citations issued within the Commonwealth. We continuously strive to provide the most efficient and effective customer service and treat both customers and employees with dignity and respect. We are

able to allow employees to attend a wide variety of classes through HRD. We also offer a flex schedule. In addition to mandatory trainings, the Merit Rating Board has held on the job information sessions and has also sent 25 employees to HRD training.

## **The Massachusetts Parole Board**

The Massachusetts Parole Board (PAR) is an integral part of the criminal justice system. It promotes public safety by the return of offenders to the community through supervised, conditional release, so that a successful transition from confinement to discharge from parole provides a basis for continued responsible conduct.

FY 2008 resulted in 7 agency hires, 5 being diverse candidates. The Parole Board currently has 232 FTE's. The agency utilize the 'objectives setting phase' of EPRS and ACES planning tools to assist targeted employees who have demonstrated a high potential via performance ratings and assignments to design career development plans and to identify training options to optimize these plans.

## **Executive Office of Public Safety and Security**

The Executive Office of Public Safety and Security (EOPSS) is responsible for the protection of the public from injury to person or property, development and oversight of agencies and programs for residents of the Commonwealth. EOPSS agency also provide state and local agency with resources to help with day to day operations. The agency is responsible for coordinating with federal, state, and local law enforcement agencies for the protection of the citizen of the Commonwealth Massachusetts as well as visitors. The agency has an open door policy to all employees; we encourage each employee to utilize this policy so that all concerns maybe addressed and resolve in a timely manner. In FY08 the agency promoted 10 females; also,

3 females attend a class on MCAD's Conducting Internal Discrimination Complaint Investigations. EOPSS will continue to encourage all employees to take advantage of training that will advance their career. This agency current workforce is 90 with 61.11% Women, 17.78% Minorities, 1.11% Vietnam Era Veterans, and 3.33% Persons with Disabilities in FY07 EOPSS workforce was 74. We experience a decrease in the female category, 8 females voluntary resigned our parity numbers remains above the Commonwealth Parity Numbers. In the categories of Minorities, Vietnam Era Veterans, and Persons with Disabilities the agency numbers experienced an increase; but with much room for growth.

### **The Public Safety Secretariat Going Forward**

The Executive Office of Public Safety and Security employs 8761 employees throughout the Commonwealth, with 77.61% Males, 22.39% Female, 11.67% Minorities, 1.99% Vietnam Era Veterans, and 0.16% Persons with a Disability. This secretariat will continue to place high priority around diversity and hiring practices to ensure equal employment opportunity to all. In FY08 EOPSS hired 3 Minorities in the Official/Administrator category; specifically as heads of agencies. Another accomplishment for the first quarter of FY09 is the hiring of another minority in the Official/Administrator category in yet another agency head position. In FY09 the Executive Office of Public Safety and Security will continue to monitor its agencies' hiring practices, to affirm and strengthen the commitment to the underlying goals of traditional affirmative action programs, to expand the discourse of inclusion, and to attack barriers to inclusion and opportunity.

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Irma Gutierrez  
Secretariat  
Director of Human Resources/Diversity

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Marie Gross  
Diversity Officer

## 80 - PUBLIC SAFETY

## - Secretariat Workforce Summary By Department

Report run for Pay Period Ending 6/21/2008

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Department	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
CHIEF MEDICAL EXAMINER	71	30	42.3	25	35.2	3	4.2	1	1.4	1	1.4	0	0.	0	0.	41	57.7	31	43.7	6	8.5	3	4.2	0	0.	0	0.	1	1.4	14	19.7
CRIMINAL HISTORY SYSTEMS BOARD	58	24	41.4	18	31.	0	0.	2	3.4	4	6.9	0	0.	0	0.	34	58.6	22	37.9	6	10.3	4	6.9	2	3.4	0	0.	0	0.	18	31.
CRIMINAL JUSTICE TRAINING COUN	25	12	48.	10	40.	0	0.	0	0.	2	8.	0	0.	0	0.	13	52.	12	48.	1	4.	0	0.	0	0.	0	0.	0	0.	3	12.
DEPARTMENT OF CORRECTION	5185	4165	80.3	3691	71.2	271	5.2	159	3.1	35	0.7	9	0.2	0	0.	1020	19.7	863	16.6	107	2.1	37	0.7	9	0.2	4	0.1	0	0.	631	12.2
DEPARTMENT OF FIRE SERVICES	65	27	41.5	20	30.8	1	1.5	0	0.	0	0.	0	0.	6	9.2	38	58.5	27	41.5	0	0.	2	3.1	1	1.5	0	0.	8	12.3	4	6.2
DEPARTMENT OF PUBLIC SAFETY	118	84	71.2	82	69.5	1	0.8	1	0.8	0	0.	0	0.	0	0.	34	28.8	22	18.6	7	5.9	3	2.5	2	1.7	0	0.	0	0.	14	11.9
DEPARTMENT OF STATE POLICE	2660	2154	81.	1930	72.6	110	4.1	51	1.9	29	1.1	12	0.5	22	0.8	506	19.	442	16.6	22	0.8	7	0.3	7	0.3	0	0.	28	1.1	238	8.9
EMERGENCY MANAGEMENT AGENCY	82	50	61.	48	58.5	0	0.	0	0.	1	1.2	0	0.	1	1.2	32	39.	26	31.7	3	3.7	3	3.7	0	0.	0	0.	0	0.	7	8.5
EXECUTIVE OFFICE OF PUBLIC SAF	90	34	37.8	30	33.3	2	2.2	0	0.	0	0.	0	0.	2	2.2	56	62.2	39	43.3	8	8.9	2	2.2	4	4.4	0	0.	3	3.3	16	17.8
MERIT RATING BOARD	56	10	17.9	10	17.9	0	0.	0	0.	0	0.	0	0.	0	0.	46	82.1	12	21.4	28	50.	4	7.1	2	3.6	0	0.	0	0.	34	60.7
MILITARY DIVISION	71	58	81.7	54	76.1	4	5.6	0	0.	0	0.	0	0.	0	0.	13	18.3	13	18.3	0	0.	0	0.	0	0.	0	0.	0	0.	4	5.6
PAROLE BOARD	232	109	47.	99	42.7	6	2.6	3	1.3	1	0.4	0	0.	0	0.	123	53.	96	41.4	17	7.3	8	3.4	2	0.9	0	0.	0	0.	37	15.9
SEX OFFENDER REGISTRY	48	24	50.	19	39.6	1	2.1	0	0.	2	4.2	0	0.	2	4.2	24	50.	18	37.5	1	2.1	1	2.1	1	2.1	0	0.	3	6.3	6	12.5
<b>TOTALS:</b>	<b>8761</b>	<b>6781</b>	<b>77.4</b>	<b>6036</b>	<b>68.9</b>	<b>399</b>	<b>4.6</b>	<b>217</b>	<b>2.5</b>	<b>75</b>	<b>0.9</b>	<b>21</b>	<b>0.2</b>	<b>33</b>	<b>0.4</b>	<b>1980</b>	<b>22.6</b>	<b>1623</b>	<b>18.5</b>	<b>206</b>	<b>2.4</b>	<b>74</b>	<b>0.8</b>	<b>30</b>	<b>0.3</b>	<b>4</b>	<b>0.</b>	<b>43</b>	<b>0.5</b>	<b>1026</b>	<b>11.7</b>

## 80 - PUBLIC SAFETY

## - Secretariat Workforce Summary Report

Report run for Pay Period Ending 6/21/2008

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EE04 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	688	476	69.2	445	64.7	18	2.6	9	1.3	3	0.4	0	0.	1	0.1	212	30.8	190	27.6	15	2.2	5	0.7	1	0.1	0	0.	1	0.1	51	7.4
Professionals	1428	803	56.2	715	50.1	40	2.8	22	1.5	13	0.9	0	0.	13	0.9	625	43.8	528	37.	44	3.1	16	1.1	15	1.1	1	0.1	21	1.5	151	10.6
Technicians	100	68	68.	62	62.	1	1.	1	1.	3	3.	0	0.	1	1.	32	32.	19	19.	7	7.	1	1.	0	0.	0	0.	5	5.	13	13.
Protective Service:Sworn	5878	5213	88.7	4628	78.7	326	5.5	178	3.	54	0.9	21	0.4	6	0.1	665	11.3	543	9.2	87	1.5	27	0.5	3	0.1	1	0.	4	0.1	697	11.9
Protective Service:Non-Sworn	22	7	31.8	6	27.3	0	0.	0	0.	0	0.	0	0.	1	4.5	15	68.2	8	36.4	2	9.1	1	4.5	3	13.6	0	0.	1	4.5	6	27.3
Office/Clerical	443	30	6.8	20	4.5	2	0.5	0	0.	1	0.2	0	0.	7	1.6	413	93.2	321	72.5	48	10.8	23	5.2	8	1.8	2	0.5	11	2.5	84	19.
Skilled Craft	103	102	99.	93	90.3	4	3.9	3	2.9	0	0.	0	0.	2	1.9	1	1.	0	0.	1	1.	0	0.	0	0.	0	0.	0	0.	8	7.8
Service Maintenance	99	82	82.8	67	67.7	8	8.1	4	4.	1	1.	0	0.	2	2.	17	17.2	14	14.1	2	2.	1	1.	0	0.	0	0.	0	0.	16	16.2
<b>TOTALS:</b>	<b>8761</b>	<b>6781</b>	<b>77.4</b>	<b>6036</b>	<b>68.9</b>	<b>399</b>	<b>4.6</b>	<b>217</b>	<b>2.5</b>	<b>75</b>	<b>0.9</b>	<b>21</b>	<b>0.2</b>	<b>33</b>	<b>0.4</b>	<b>1980</b>	<b>22.6</b>	<b>1623</b>	<b>18.5</b>	<b>206</b>	<b>2.4</b>	<b>74</b>	<b>0.8</b>	<b>30</b>	<b>0.3</b>	<b>4</b>	<b>0.</b>	<b>43</b>	<b>0.5</b>	<b>1026</b>	<b>11.7</b>

## 80 - PUBLIC SAFETY

## - Secretariat New Hires Analysis

Report run for 3/30/2008 - 6/21/2008

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	10	3	30.	3	30.	0	0.	0	0.	0	0.	0	0.	0	0.	7	70.	5	50.	1	10.	0	0.	0	0.	0	0.	1	10.	1	10.
Professionals	52	31	59.6	24	46.2	1	1.9	3	5.8	0	0.	0	0.	3	5.8	21	40.4	10	19.2	0	0.	1	1.9	2	3.8	0	0.	8	15.4	7	13.5
Technicians	2	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Protective Service:Sworn	157	139	88.5	126	80.3	5	3.2	6	3.8	2	1.3	0	0.	0	0.	18	11.5	15	9.6	3	1.9	0	0.	0	0.	0	0.	0	0.	16	10.2
Protective Service:Non-Sworn	2	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.	0	0.
Office/Clerical	17	2	11.8	0	0.	0	0.	0	0.	1	5.9	0	0.	1	5.9	15	88.2	7	41.2	3	17.6	1	5.9	1	5.9	0	0.	3	17.6	6	35.3
Skilled Craft	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Service Maintenance	9	6	66.7	2	22.2	2	22.2	0	0.	1	11.1	0	0.	1	11.1	3	33.3	3	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	3	33.3
<b>TOTALS:</b>	250	184	73.6	157	62.8	8	3.2	9	3.6	4	1.6	0	0.	6	2.4	66	26.4	41	16.4	7	2.8	2	0.8	3	1.2	0	0.	13	5.2	33	13.2

## 80 - PUBLIC SAFETY

## - Secretariat Terminations Analysis

Report run for 3/30/2008 - 6/21/2008

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EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Voluntary Terminations																															
Officials and Administrators	12	8	66.7	7	58.3	1	8.3	0	0.	0	0.	0	0.	0	0.	4	33.3	3	25.	1	8.3	0	0.	0	0.	0	0.	0	0.	2	16.7
Professionals	24	14	58.3	12	50.	0	0.	1	4.2	1	4.2	0	0.	0	0.	10	41.7	10	41.7	0	0.	0	0.	0	0.	0	0.	0	0.	2	8.3
Technicians	2	2	100.	2	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Protective Service:Sworn	63	57	90.5	50	79.4	2	3.2	3	4.8	1	1.6	1	1.6	0	0.	6	9.5	5	7.9	1	1.6	0	0.	0	0.	0	0.	0	0.	8	12.7
Protective Service:Non-Sworn	1	1	100.	0	0.	0	0.	0	0.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.
Office/Clerical	4	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	4	100.	4	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Skilled Craft	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Service Maintenance	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
TOTALS:	108	84	77.8	73	67.6	3	2.8	4	3.7	3	2.8	1	0.9	0	0.	24	22.2	22	20.4	2	1.9	0	0.	0	0.	0	0.	0	0.	13	12.
Involuntary Terminations																															
Officials and Administrators	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Professionals	3	2	66.7	2	66.7	0	0.	0	0.	0	0.	0	0.	0	0.	1	33.3	1	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Technicians	1	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Protective Service:Sworn	10	10	100.	9	90.	1	10.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	10.
Office/Clerical	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
TOTALS:	16	13	81.3	11	68.8	1	6.3	0	0.	0	0.	0	0.	1	6.3	3	18.8	3	18.8	0	0.	0	0.	0	0.	0	0.	0	0.	1	6.3

# EXECUTIVE OFFICE OF TRANSPORTATION AND PUBLIC WORKS



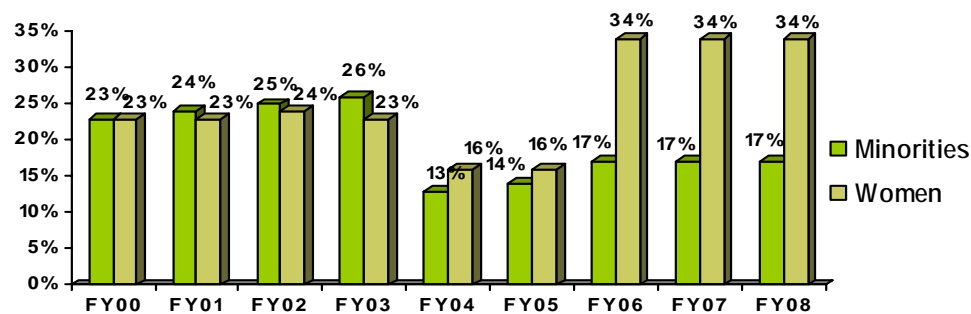
**SECRETARY BERNARD COHEN**



## Transportation Secretariat FY08

The Executive Office of Transportation and Public Works (“EOTPW”) sets the Commonwealth’s transportation agenda, which includes the development of transportation policy, the coordination of interagency programs and the promotion of economic development through improved transportation and transit related construction programs. EOTPW provides direct management responsibility for the Massachusetts Highway Department (“MassHighway”), The Registry of Motor Vehicles (“RMV”), and the Massachusetts Aeronautics Commission. It provides oversight to the Massachusetts Bay Transportation Authority (“MBTA”) and 15 Regional Transit Authorities (“RTAs”) which serve the balance of the state, the Intercity Bus Capital Assistance Program (“IBCAP”), the Mobility Assistance Program (“MAP”), the Intermodal Surface Transportation Unit (“ISTU”), and the Freight Rail Programs. EOTPW provides a system of transportation that enhances the quality of life by allowing for increased mobility of all citizens in the Commonwealth, and promotes economic opportunity throughout all regions of the state by supporting a vibrant economy and the employment of our diverse population in the public and private sectors.

### Diversity in the Transportation Workforce



Data from the MBTA and the Massachusetts Turnpike Authority was included in the calculation of minorities and women in the Secretariat prior to 2004. The Secretariat currently includes only direct report agencies such as EOTPW, MHD, and MAC. The RMV was added beginning in 2006.

### Overview of Reporting Period

The Fiscal Year 2008 workforce profile for the Transportation Secretariat reveals a total of two thousand nine hundred thirty (2,930) employees, an 8.8 percent increase in the overall workforce compared to fiscal year 2007. During this fiscal year there was a slight decrease in the number of women employees (0.1 percent). Representation of women went from 33.7 percent to 33.6 percent. However, the representation of minorities in the secretariat workforce continues to exceed state parity of 10.4%. The secretariat saw a 0.52 percent increase in the representation of minority employees resulting in a workforce composition for minorities of 17.4 percent. The proportion of Vietnam-era-veterans (“VEV”) in the Secretariat (seven percent) continues to exceed the state parity for Vietnam-era-veterans of five percent.

### Recruitment and Outreach Activities

The secretariat disseminated job postings to community agencies state-wide, and participated in various career fairs including several career fairs and informational sessions that focused on groups that have been traditionally underrepresented in the transportation industry. Such groups included minorities, veterans and disabled persons. During participation in these career fairs, the secretariat was successful in providing attendees a clear understanding of EOTPW’s employment/hiring process.

The secretariat partnered with Federal Highway Administration, Construction Industries of Massachusetts, the Department of Education, Mass. Society of Professional Engineers, and the New England Laborers Academy to

organize the Massachusetts Construction Career Days (“MassCCD”) program for high school students. MassCCD is designed to stimulate the interest of high school students in the varied opportunities that exist in the highway construction industry by offering them a chance to experiment with and use highway construction equipment under the supervision of trained professionals. The program was located at the New England Laborers’ Training Center in Hopkinton and was attended by 1900 high school students.

EOTPW has been a participant and major supporter of the Summer Transportation Institute (“STI”) since its inception in 2002. A total of 15 students participated in the 2008 STI. The STI program provides a core curriculum that introduces junior high school and high school students to a variety of transportation careers and provides educational enhancement activities. The program offers a stimulating introduction to the transportation industry, with a particular emphasis on engineering and highway construction careers. Activities included field trips, hands-on projects, and presentations by professionals in the transportation industry.

EOTPW regards student programs as an opportunity to recruit more students to the field and to support a larger, and more experienced source of engineering graduates to meet the engineering needs of our agency and others in the transportation field. The program also provides a means of recruiting minority candidates into the transportation field and enhancing the diversity of our educational institutes and workplaces.

In addition to the pre-engineering program the secretariat provided more than 60 paid internships to college students of which two students were participants of the Summer Transportation Internship for Diverse Groups (“STIPDG”) which provides structured internships with FHWA funding. Also, in conjunction with the Private Industry Council, the secretariat was

able to provide 15 additional paid internships to high school students.

### **Employee Training**

In an effort to combat exclusivity in the workplace, the secretariat has executed a Diversity Training program that promotes tolerance and inclusiveness for all employees, customers and vendors. This year more than 1,300 EOTPW employees have completed the diversity training and 755 more have been scheduled to undergo training.

### **Complaint Resolution**

EOTPW has established a uniform grievance procedure (“Resolution Process”) as a means to allow all employees, contractors/vendors and customers address and resolve any claims of discrimination and/or other complaints regarding violations of civil rights that are assured through state or federal laws, executive orders and/or guidelines. In FY08 the secretariat investigated 22 complaints of discrimination; 11 of the filed complaints were based on race, six were based on sex, four were based on age and one was based on disability.

Agency	Race	Sex	Age	Disability	Totals
DPW	6	2	1	1	10
MAC	0	0	0	0	0
TRP	5	2	0	0	7
RMV	0	2	3	0	5
<i>Totals</i>	<i>11</i>	<i>6</i>	<i>4</i>	<i>1</i>	<i>22</i>

### **Diversity Events**

EOTPW chairs a civil rights consortium of transportation agencies and authorities within the transportation secretariat (the “Partners in Transportation”). The Partners in

Transportation held a series of eight diversity events throughout the year to celebrate the contributions of women, minorities and other groups that have been historically excluded from the workplace. The mission of the series is to promote a diversified workforce in transportation through the celebration of the many groups that form the secretariat's workforce. Partners in Transportation include EOT, Mass Aeronautics Commission, MHD, MBTA, Mass Turnpike, Central Transportation Planning Staff, Genesis and the Transportation Children's Center.

The secretariat hosted its second annual Global Village in December. The Global Village, a gathering of local vendors providing merchandise from across the globe, allowed participants to get a taste of different cultures in a traditional marketplace-style setting. This year more than 20 vendors and approximately 100 employees participated.

### **Secretariat Moving Forward**

The secretariat is currently working toward constructing a fully-functioning website that will provide information to all EOTPW employees, contractors/vendors and customers regarding all aspects of civil rights, including affirmative action, complaint resolution, career opportunities and business development. The website will also contain links to important forms such as the state employment application, self-identification and discrimination complaint forms.

In conjunction with Governor Patrick's Executive Order 478 regarding Non-discrimination, Diversity, Equal Opportunity, and Affirmative Action, each employee and applicant for employment within EOTPW will be invited to identify their race, ethnicity, sex, veteran status and/or disability. This information will allow the secretariat to better track and resolve any disparities within in the hiring, termination and promotion process.

The secretariat is working on an initiative geared toward reaching out to students currently enrolled in engineering schools within Historically Black Colleges and Universities to promote many opportunities for both employment and contracting.

The secretariat is currently working on a proposal to create diversity committees for all five districts. The committees will be comprised of members from all EOTPW agencies, including the airports and Regional Transit Authorities (RTA's). The purpose of the committees will be to promote diversity and inclusion within the transportation agencies through programs or events that educate the workforce on civil rights, affirmative action and the contributions from diverse groups in regards to transportation.

The secretariat is committed to achieving the following workforce participation goals established by Access and Opportunities for the Accelerated Bridges Program:

- Women workforce participation goal of 24% in technical positions and 47.40% in non-technical positions
- Minority workforce participation goal of 10.48% in technical positions and 19.40% in non-technical positions

EOTPW is working toward creating a centralized resume bank that will allow potential candidates to apply for current employment opportunities and upload resumes via the EOTPW website. The centralized resume bank will also allow for the various departments to filter, sort and select candidates according to the desirable qualifications based on vacancies. Additionally, hiring managers will have the ability to run reports on candidates according to race, sex, and civil rights referrals which will allow for a more efficient mechanism for

tracking affirmative action placement goals. The goal of the centralized resume bank is to streamline the application process for both hiring managers and potential candidates and reduce the possibility of a delayed hiring process.

## 60 - TRANSPORTATION & CONSTRUCTION - Secretariat Workforce Summary Report

Report run for Pay Period Ending 6/21/2008

Report Generated 12/1/2008 4:41:09 PM

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	199	112	56.3	101	50.8	8	4.	1	0.5	2	1.	0	0.	0	0.	87	43.7	72	36.2	9	4.5	4	2.	2	1.	0	0.	0	0.	26	13.1
Professionals	1697	1337	78.8	1165	68.7	65	3.8	30	1.8	75	4.4	2	0.1	0	0.	360	21.2	270	15.9	39	2.3	17	1.	32	1.9	2	0.1	0	0.	262	15.4
Technicians	173	125	72.3	110	63.6	12	6.9	2	1.2	1	0.6	0	0.	0	0.	48	27.7	33	19.1	11	6.4	2	1.2	2	1.2	0	0.	0	0.	30	17.3
Office/Clerical	572	87	15.2	65	11.4	15	2.6	1	0.2	6	1.	0	0.	0	0.	485	84.8	336	58.7	101	17.7	34	5.9	14	2.4	0	0.	0	0.	171	29.9
Skilled Craft	236	233	98.7	216	91.5	9	3.8	6	2.5	0	0.	2	0.8	0	0.	3	1.3	3	1.3	0	0.	0	0.	0	0.	0	0.	0	0.	17	7.2
Service Maintenance	53	52	98.1	48	90.6	2	3.8	2	3.8	0	0.	0	0.	0	0.	1	1.9	0	0.	1	1.9	0	0.	0	0.	0	0.	0	0.	5	9.4
<b>TOTALS:</b>	2930	1946	66.4	1705	58.2	111	3.8	42	1.4	84	2.9	4	0.1	0	0.	984	33.6	714	24.4	161	5.5	57	1.9	50	1.7	2	0.1	0	0.	511	17.4

## 60 - TRANSPORTATION & CONSTRUCTION - Secretariat Workforce Summary By Department

Report run for Pay Period Ending 6/21/2008

Report Generated 12/1/2008 4:37:23 PM

Department	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
EXECUTIVE OFFICE OF TRANSPORTA	243	122	50.2	102	42.	11	4.5	4	1.6	5	2.1	0	0.	0	0.	121	49.8	85	35.	18	7.4	4	1.6	13	5.3	1	0.4	0	0.	56	23.
MASSACHUSETTS AERONAUTICS COMM	10	6	60.	5	50.	1	10.	0	0.	0	0.	0	0.	0	0.	4	40.	4	40.	0	0.	0	0.	0	0.	0	0.	0	0.	1	10.
MASSACHUSETTS HIGHWAY DEPARTME	1840	1581	85.9	1398	76.	70	3.8	36	2.	73	4.	4	0.2	0	0.	259	14.1	202	11.	24	1.3	13	0.7	20	1.1	0	0.	0	0.	240	13.
REGISTRY OF MOTOR VEHICLES	837	237	28.3	200	23.9	29	3.5	2	0.2	6	0.7	0	0.	0	0.	600	71.7	423	50.5	119	14.2	40	4.8	17	2.	1	0.1	0	0.	214	25.6
<b>TOTALS:</b>	2930	1946	66.4	1705	58.2	111	3.8	42	1.4	84	2.9	4	0.1	0	0.	984	33.6	714	24.4	161	5.5	57	1.9	50	1.7	2	0.1	0	0.	511	17.4

## 60 - TRANSPORTATION & CONSTRUCTION - Secretariat New Hires Analysis

Report run for 3/30/2008 - 6/21/2008

Report Generated 12/1/2008 4:43:57 PM

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	6	4	66.7	4	66.7	0	0.	0	0.	0	0.	0	0.	0	0.	2	33.3	2	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Professionals	73	64	87.7	53	72.6	3	4.1	3	4.1	4	5.5	0	0.	1	1.4	9	12.3	6	8.2	1	1.4	0	0.	2	2.7	0	0.	0	0.	13	17.8
Technicians	18	18	100.	16	88.9	2	11.1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	2	11.1
Office/Clerical	19	4	21.1	1	5.3	2	10.5	0	0.	1	5.3	0	0.	0	0.	15	78.9	7	36.8	6	31.6	1	5.3	1	5.3	0	0.	0	0.	11	57.9
Skilled Craft	5	5	100.	5	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
<b>TOTALS:</b>	121	95	78.5	79	65.3	7	5.8	3	2.5	5	4.1	0	0.	1	0.8	26	21.5	15	12.4	7	5.8	1	0.8	3	2.5	0	0.	0	0.	26	21.5

## 60 - TRANSPORTATION & CONSTRUCTION - Secretariat Terminations Analysis

Report run for 3/30/2008 - 6/21/2008

Report Generated 12/1/2008 4:46:08 PM

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Voluntary Terminations																															
Officials and Administrators	2	2	100.	2	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Professionals	17	13	76.5	11	64.7	0	0.	1	5.9	1	5.9	0	0.	0	0.	4	23.5	3	17.6	1	5.9	0	0.	0	0.	0	0.	0	0.	3	17.6
Office/Clerical	10	3	30.	3	30.	0	0.	0	0.	0	0.	0	0.	0	0.	7	70.	6	60.	1	10.	0	0.	0	0.	0	0.	0	0.	1	10.
Skilled Craft	3	3	100.	3	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Service Maintenance	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
TOTALS:	33	22	66.7	20	60.6	0	0.	1	3.	1	3.	0	0.	0	0.	11	33.3	9	27.3	2	6.1	0	0.	0	0.	0	0.	0	0.	4	12.1
Involuntary Terminations																															
Technicians	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Office/Clerical	3	1	33.3	1	33.3	0	0.	0	0.	0	0.	0	0.	0	0.	2	66.7	0	0.	2	66.7	0	0.	0	0.	0	0.	0	0.	2	66.7
TOTALS:	4	2	50.	2	50.	0	0.	0	0.	0	0.	0	0.	0	0.	2	50.	0	0.	2	50.	0	0.	0	0.	0	0.	0	0.	2	50.

# EXECUTIVE OFFICE OF EDUCATION



**SECRETARY PAUL REVILLE  
COMMISSIONER MITCHELL CHESTER**

## **AFFIRMATIVE ACTION ANNUAL REPORT - FISCAL YEAR 2008**

### **OVERVIEW**

The Massachusetts Department of Elementary & Secondary Education (ESE) serves the Secretariat and Board of Education in the course of policy implementation, development of regulations, and in the design of programs in partnership with policy makers, communities, parents, school districts, and all students of the Commonwealth. Drawing upon a broad range of specialized skills that include implementation and evaluation of policies, formation and facilitation of specific groups, community building, and interagency collaboration, the ESE provides a wide array of support services to both educators and students.

### **2007AND 2008 ESE WORKFORCE-BROAD COMPARISON OF FISCAL YEARS**

During Fiscal Year 2008 the Department employed 536 full-time employees, which included 16 contract employees. This total employee count was a decrease in the number reported by ESE for Fiscal Years 2006 and 2007. However, in comparison with the last two fiscal years, the percentage of women and minority representation within ESE has increased in the following EE04 categories: Women – 1.0%; Black Women - .03%; Hispanic Women -0.2%; Asian Women - 0.2%; Black Men – 0.2%; Asian Men - 0.1%; Persons with a Disability - 0.6%. The representation of Vietnam Era Veterans remains consistent at 2.0%.

ESE actively encourages applications for employment from veterans and Persons with a Disability and is concerned with the level of representation for these two groups. During FY08, however, ESE is pleased to report that the Persons with a Disability category indicated a small increase in representation. One of the barriers to hiring in the disability category is the reluctance of both potential candidates and current employees to self-identify; therefore, data limitations exist as to participation in these categories. ESE strongly encourages employees to self-identify. To promote that goal, we foster and encourage employees to self-identify by educating employees about their rights and privacy rules governing the collection, retention, use, and disclosure of this information.

### **HIGHLIGHTS OF FISCAL YEAR 2008**

In recognizing that training is a key component of career growth, ESE focused on a program of professional development training and services for employees so they may gain the competencies required for future open positions. This program was based on the assessed and prioritized needs of employees, and in accordance with the goals and objectives outlined in our Affirmative Action and Diversity Plans. To support this effort, the following programs were created:

- Disability Etiquette training module was created and implemented to emphasize the importance of diversity awareness.
- Supervisory Skills training program with specific emphasis on supervisory,



communication, and project management skills affording all employees who wish to advance in their careers an opportunity to manage and coach a diverse group of leaders, future supervisors and managers.

The combination of these trainings has reaffirmed our commitment to diversity and resulted in increased awareness and sensitivity to diversity for employees. The Fiscal Year 2008 goal was to focus our efforts in the categories of raising awareness, managing differences, and training/recruitment/retention/and promotion. We are proud of our efforts towards ensuring a workplace that is welcoming to all, regardless of gender, race, sexual orientation, age, religion, disability or veteran status.

### **MOVING FORWARD**

The Department of Elementary & Secondary Education will continue to be proactive; maintain assurance that employees will be treated in a reasonable, equitable, and consistent manner; and to successfully work at meeting the goals and objectives of the Commonwealth's Plan for Affirmative Action and Equal Opportunity. We will continue to promote cultural proficiency, create a strategic plan for the future by identifying affirmative action/diversity barriers and potential resolutions/positive outcomes, and assist employees in attaining cultural proficiency and awareness.

For Fiscal Year 2009, the focus will be to continue to building an inclusive work culture that will promote

ownership and accountability for diversity at all levels in our organization. ESE will be responsive in a collaborative manner in our outreach efforts to community groups, professional associations, and websites to recruit diverse applicants. We will serve as liaison with human services agencies, minority and women's organizations, and community action groups concerned with equal employment opportunity for minorities, women, individuals with disabilities, and veterans.

In addition, we will work in compliance with our AA/Diversity goals to continue welcoming diversity by utilizing the following employee recruitment activities: Commonwealth Employment Opportunity (CEO); minority newspaper publications; employee referrals; various Internet job-posting sites; on-site campus recruitment; job fairs with a particular emphasis on reaching out to diverse audiences; job posting distribution lists emailed weekly reaching over 200 college career offices throughout Massachusetts, as well as many diverse organizations that have a wide outreach and impact in the minority community; participation in mentoring programs; working with the Governor's Office and Office of Diversity and Equal Opportunity (ODEO) to interview referrals; conduct informational interviews for minority candidates; high school and college internships; reaching out to diverse applicants to assist them with their resumes, and serve as liaison to hiring administrators to insure they are interviewed by the

hiring administrator if they meet the minimum entrance requirements.

### **CONCLUSION**

ESE is committed to creating an environment of civility and mutual respect among faculty, employees, students, and the public and expects integrity, professionalism, and accountability of its employees in all endeavors. We strive to bring positive change, build a strong multicultural environment that is welcoming and inclusive, and continue to build a solid foundation for exemplary leadership standards and values.

## 73 - EXEC OFFICE OF EDUCATON - Secretariat Workforce Summary By Department

Report run for Pay Period Ending 6/21/2008

Report Generated 12/1/2008 5:06:01 PM

Department	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
DEPARTMENT OF EARLY EDUCATION	210	38	18.1	31	14.8	4	1.9	2	1.	1	0.5	0	0.	0	0.	172	81.9	125	59.5	25	11.9	20	9.5	2	1.	0	0.	0	0.	54	25.7
DEPARTMENT OF EDUCATION	520	136	26.2	114	21.9	13	2.5	3	0.6	6	1.2	0	0.	0	0.	384	73.8	310	59.6	41	7.9	9	1.7	23	4.4	1	0.2	0	0.	96	18.5
EDUCATIONAL QUALITY & ACCOUNTA	3	2	66.7	2	66.7	0	0.	0	0.	0	0.	0	0.	0	0.	1	33.3	0	0.	1	33.3	0	0.	0	0.	0	0.	0	0.	1	33.3
<b>TOTALS:</b>	733	176	24.	147	20.1	17	2.3	5	0.7	7	1.	0	0.	0	0.	557	76.	435	59.3	67	9.1	29	4.	25	3.4	1	0.1	0	0.	151	20.6

## 73 - EXEC OFFICE OF EDUCATON - Secretariat Workforce Summary Report

Report run for Pay Period Ending 6/21/2008

Report Generated 12/1/2008 5:08:49 PM

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	119	35	29.4	33	27.7	2	1.7	0	0.	0	0.	0	0.	0	0.	84	70.6	72	60.5	8	6.7	1	0.8	3	2.5	0	0.	0	0.	14	11.8
Professionals	547	133	24.3	109	19.9	13	2.4	5	0.9	6	1.1	0	0.	0	0.	414	75.7	324	59.2	48	8.8	22	4.	20	3.7	0	0.	0	0.	114	20.8
Technicians	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Protective Service:Non-Sworn	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	0	0.	1	100.	0	0.	0	0.	0	0.	0	0.	1	100.
Office/Clerical	64	7	10.9	5	7.8	1	1.6	0	0.	1	1.6	0	0.	0	0.	57	89.1	38	59.4	10	15.6	6	9.4	2	3.1	1	1.6	0	0.	21	32.8
Skilled Craft	1	1	100.	0	0.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.
<b>TOTALS:</b>	733	176	24.	147	20.1	17	2.3	5	0.7	7	1.	0	0.	0	0.	557	76.	435	59.3	67	9.1	29	4.	25	3.4	1	0.1	0	0.	151	20.6

## 73 - EXEC OFFICE OF EDUCATON - Secretariat New Hires Analysis

Report run for 3/30/2008 - 6/21/2008

Report Generated 12/1/2008 5:10:58 PM

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Officials and Administrators	2	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Professionals	16	6	37.5	5	31.3	0	0.	0	0.	1	6.3	0	0.	0	0.	10	62.5	7	43.8	0	0.	3	18.8	0	0.	0	0.	0	0.	4	25.
Office/Clerical	5	2	40.	0	0.	1	20.	0	0.	1	20.	0	0.	0	0.	3	60.	1	20.	1	20.	1	20.	0	0.	0	0.	0	0.	4	80.
<b>TOTALS:</b>	23	9	39.1	6	26.1	1	4.3	0	0.	2	8.7	0	0.	0	0.	14	60.9	9	39.1	1	4.3	4	17.4	0	0.	0	0.	0	0.	8	34.8

## 73 - EXEC OFFICE OF EDUCATON - Secretariat Terminations Analysis

Report run for 3/30/2008 - 6/21/2008

Report Generated 12/1/2008 5:13:22 PM

EEO4 Category	Grand Total	** MALES **														** FEMALES **														Minority Total	
		Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%	Total	%	White	%	Black	%	Hispan	%	Asian	%	Native Am	%	Not Known	%		
Voluntary Terminations																															
Officials and Administrators	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Professionals	9	4	44.4	4	44.4	0	0.	0	0.	0	0.	0	0.	0	0.	5	55.6	5	55.6	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
TOTALS:	10	5	50.	5	50.	0	0.	0	0.	0	0.	0	0.	0	0.	5	50.	5	50.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Involuntary Terminations																															
Officials and Administrators	1	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
Professionals	1	1	100.	1	100.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.
TOTALS:	2	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	1	50.	1	50.	0	0.	0	0.	0	0.	0	0.	0	0.	0	0.

## APPENDIX

### EEO – 4 Categories

**For organizational purposes, the workforce demographics are divided by EEO-4 categories. The seven EEO-4 categories contain groups of Job titles that are related to specific job responsibilities and functions.**

**OFFICIALS/ADMINISTRATORS:** Occupations in which employees set broad policies, exercise overall responsibility for execution these policies, direct individual departments or special phases of the agency's operations or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

**PROFESSIONALS:** Occupations that require specialized and theoretical knowledge that is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

**TECHNICIANS:** Occupations that require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighters), and kindred workers.

### **PROTECTED SERVICE WORKERS (Sworn/Non-Sworn):**

Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

**OFFICE and CLERICAL WORKERS:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

**SKILLED CRAFT WORKERS:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the job training and experience or through apprenticeship or other formal training programs. Includes mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

**SERVICE MAINTENANCE WORKERS:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers and kindred workers.